NOTED IN BRIEF . . .

• What are the problems public relations programs face in a controlled economy? How do people react to communications approaches as the voice of free enterprise comes under nationalized patterns? Taking England as an example of an economic climate where such a problem exists, American public relations workers will want to read what a leader like Warren Seymour has to say about British public relations progress, in the lead article this month, "Public Relations in a Controlled Economy."

• *How We Did It* presents Minneapolis-Honeywell's public relations handling of the problem of giving all plant employees a vacation at one time. Skillfully handled, and properly presented to people inside, and publics outside the plant, such a plan can earn big dividends.

• Australian banks didn't want to see the "down under" economy throttled by socialism. So they told the story to the public, and led the attack at the polls. Graham Kingsford-Smith, who directed the program tells you how they did it, and why they are winning.

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"Is Anybody Listening?"

WE COULD HOPE to add little at this late date to the recent discussion of *Fortune's* article on the failures of business to communicate. We read the article. We thought it was pretty interesting, though we got a little bogged down there where it tells about Mr. Toffanetti's menus. It takes quite an article to cover a shoreline as long as this—extending from the policies of the National Association of Manufacturers to the character stereotype of a salesman, with numerous side excursions between.

Our own feeling is that the article speaks truth; we have obviously not made everybody see things our way. We have done too little trying to see things *their* way. We have been so blamed busy "communicating" that we haven't done anything like enough listening.

In fact, we think so well of what the *Fortune* article apparently is saying that we wish it might have been a better article, suffering less from the sins it ascribes to others. It is 10,000 words long. It wanders all over the map. Will it really get read by enough of the people who ought to read it? Or only by the folks who agree with it?

We have been asking businessmen and public relations men lately whether they had really read it. Most everybody says they've "seen it." On closer questioning four out of five of our admittedly small sample confess they haven't really read it, though. Some have been carrying it around in the old briefcase, expecting to get at it on a train somewhere, or next Sunday. Some have routed it around the office—and hope to really read the article when it completes its tour and comes back.

Too bad. Because it's really an important piece.

Today's World

WE LIKE MILLARD C. FAUGHT'S new word "securorat" to describe the play-it-safe American who needs to be guaranteed security from conception to dissolution.

In *Dun's Review,* Mr. Faught observes:

"In outward appearance, the securocratic American is indistinguishable from his parent stock, except that he is probably bigger, healthier, and can expect to live longer on the average than any previous generation. Though sounder in bodily and biological characteristics, and as personally brave as his forbears, the new securocrat exhibits some pronounced weaknesses of spirit, as judged by long accepted standards. And when it comes to matters of social and economic responsibilities of citizenship, he shows a lack of what has stood for years as intestinal fortitude. One of his dominant traits is an all-pervading preference and desire to play it safe. His mind is security-conditioned from birth.

"Within not more than another decade this new strain may be the predominating majority in our society and may be running the show."

Where's That Code of Ethics?

THE MIND OF MAN scarcely runneth back so far as the beginnings of talk about a tough and useful Code of Ethics for public relations. Currently a committee is laboring at the painful task of constructing one. If memory serves us right, some time ago we saw a preliminary draft. It contained some items with which a man might reasonably cavil of course—a proof that it had vitality—but it was pretty much on the right track. It would certainly do for a starter.

Where is that Code today? Why isn't it at work? Isn't it needed?

Seems to us there are plenty of current examples of bad judgment and maybe downright bad behavior that a Code could help us clear up, at least by moral effect. With us always are the usual number of party-Johnnies, the fixers and the sundry mysterious gents who call themselves public relations men and from whose tar-brush we seem unable to protect ourselves. "Guaranteeing" results in advance and various other dubious practices still flourish without so much as an official frown from the Society.

In other ways the standing of the profession has been taking a licking, too. A recent book on public relations describes its author, in the promotional-blurb, as "the country's foremost exponent of practical public relations for business." This claim takes in a lot of territory. Recently the public relations man of a large firm, fired over differences of opinion with the management, paused by the mimeo on his way out to issue a statement lambasting the boss. The profession, not the boss, got a black eye there.

Adoption of a Code will not, of course, make angels out of people, or improve their judgment very much, but it will set up a target to shoot at, and maybe will encourage some of us to count 100, reconsider what we had in mind, and desist —before it is too late.

Let's have that Code!

Public relations in a controlled economy

A British leader sets forth some concepts, some problems, and some progress points

By Warren Seymour

Editor, Journal of the British Institute of Public Relations

IN GREAT BRITAIN we have approximately fifty million practitioners in public relations and only a few hundred who are conscientiously trying to find out what they are doing, and why they are doing it. They are still small voices, crying in the wilderness.

Fifty million is, roughly, our total population, and the success or failure of every one of them, in almost every kind of human activity, depends very largely upon how well he or she gets along with the other fellow.

Most of them would tell you, indignantly, that they know all that—and then carry on in the same old sweet way, without caring a damn what the other fellow thinks.

The odd hundred or so are different in that they have enquiring minds. There must, they say, be a technique for getting along with people; how can it be acquired?

Study overcomes mediocrity

Some exceptional people are born with a natural gift for music, painting, writing, sport, but with all these activities there are fundamentals of technique, which must be mastered by long, often wearisome, study and apprenticeship. Without that drudgery, the most gifted can never achieve more than mediocrity.

In the same way, some exceptional people are born with a natural gift for public relations, which of itself will carry them a long way in any activity they choose. Winston Spencer Churchill had that gift. He also had the business acumen to listen to those around him who had been trying to discover, and master, the technique of applying the gift.

Where so many of our leaders, in politics, industry, and the professions—including the church—fail, is that, like the fifty million other people, they imagine that because they have achieved a certain degree of success, they must know it all. They are, in fact, smug, without that humility of spirit which is one of the fundamentals of public relations—a humility based upon realization of the chastening fact that a man may sometimes succeed in spite of himself.

There is nothing I should like better than to be able to describe how well we do a job of public relations in this country. Instead, all I can tell you is how the few hundred serious students (who gravitated together and a year or so ago formed the British Institute) think it ought to be done, and are, each according to his ability, trying to do it.

Generally speaking, we are a sober-sided crowd of people, who, while seeing the value of opportunism and the spectacular stunt, see, also, the value of routine and the humdrum.

Good PR abroad must begin at home

We start from what we regard as a basic fact – that good public relations, like charity, must begin at home. A reputable practioner will not accept a client or a job unless it be clearly understood that he is to advise upon relations with those members of the Public who happen to be employed by the Firm. The most brilliant work in other directions may easily be wasted if thousands—or hundreds—of employees haven't a good word to say for the way the boss treats them.

We see public relations as essentially a two-way affair, and regard social survey, market research, call it what you will, as one of our most valuable tools. Everything we can learn about what the

The Public Relations Society of America enjoys cordial relationship with its overseas counterpart, the British Institute of Public Relations, which also publishes a monthly journal. Recently PRSA's editors got to wondering about the climate in which British public relations men and women work, and invited Warren Seymour, editor of the English journal, to do a bit of analyzing and reporting for us. He captioned his piece "Still, small voices" but out of deference to the thoughtful, constructive progress of his association, we have re-titled it as indicated.

The forthright editor, whose piece we feel will stimulate much thought among American readers, submitted a biographical sketch which we are privileged to reproduce in its entirety:

"Warren Seymour was the youngest son of a stonemason, who never earned more than five or six dollars a week. He left school at fourteen and started work as a reader boy in a printing office. At sixteen he became an office boy on the editorial side and so graduated into journalism. In 1930 he left Fleet Street for the advertising side of one of the greatest British industrial organizations, and over the next few years realized that advertising could never do more than a small part of a very big job—the rest was not being done at all, or being done by the Grace of God. Accordingly he set out to create, and created, a Public Relations Department which should be responsible to top management not only for good advertising, but for such widely diverse matters as good letter-writing and clean lavatories.

"In 1948, top management produced an organization chart showing the Public Relations Department as the handmaiden of domestic sales. Seymour regarded this as proof either of his own failure, or of the immutability of top management, and accordingly, at the age of fifty, threw up a top-grade salary, a pension, and considerable status. Instead of trying to find another job at that age, he started his own Public Relations organization, and after three years has neither regrets for the past nor apprehension for the future."

Public thinks, helps us to adjust our approach to them.

We feel that public relations must be a controlled activity controlling other activities. We say, for instance, that at regular and frequent intervals the public relations executive should read through copies of all letters sent out, from every department, on a given day. Only thus can he learn how odd individuals here and there, by answering enquiries in a casual and off-handed way, are offsetting the good work in other directions, which brought those enquiries in. We see it, also, as our job to educate those individuals, to give them the *desire* to do things the right way by making them feel that they matter.

Which, perhaps, sums up our whole approach to public relations generally. It is our job to influence public opinion, and we know that the surest way of getting anyone round to our way of thinking is to make them feel good.

I seldom pull my punches, and one of the most critical speeches I have ever delivered was aimed against the foolish policy of the British Government in pestering our people with meaningless, empty slogans like the pitiful "We Work or Want." What mattered, I said in effect, was to tell us *why* we must produce more; explain why more motor cars sent abroad would mean more food from abroad; convince each one of us that we, as individuals, could do something about it, and explain that hard work, by itself, meant nothing. The man who could think up a way of producing twice as much with half the physical effort was the real fellow—and everyone had endless opportunities of producing such ideas.

As a result of that speech I was commissioned to launch a monthly broadsheet to be distributed to employers, putting over just those thoughts. I mention that not to suggest that I solved Britain's economic problems, but to indicate how the entire machinery of Government was, so to speak, barking up the wrong tree because a reasonable public relations technique had not been applied.

Gives advice

On the commercial side, we try to cast a wide net. The appearance of premises and showrooms; the reception of callers; the packaging and presentation of goods; the display of goods; broadcasting; the making of films; contacts with politicians; magazines for staff, dealers, customers; press advertising, press releases; letters to the press; speeches by Directors; factory visits; letter writing; telephone manners; technical literature; service facilities; clubs for dealers and customers—all these, we say, are matters upon which the public relations executive must advise, and upon which his advice must be heeded.

And in all these activities the one increasing purpose must be to make the individual upon whom they impact feel good and important.

When he telephones, the tone of the operator must suggest that his is the one voice she has been waiting to hear. When he calls in person he must be given a warm welcome, and intelligent, courteous treatment. When he receives a letter, it must convey to him that someone at the other end is really inerested in the points he has raised. When, having purchased the Firm's product, he opens the instruction book, it must give him the impression that the makers appreciate the compliment he has paid them, and have a keen and continuing interest in how he gets on with it.

On the political side, we feel that it is far more important to explain to the individual why he should vote, than to try to show him why he should vote for some particular party, our reasoning being that whichever side succeeds in convincing him that his vote really matters to the nation will be the side which gets that vote.

It is all very embryonic, but very interesting. Whether we are on the right lines or not, Heaven only knows. As I said earlier, the only thing of which we are really sure is that humility of spirit is a fundamental requirement—and at least we have that.

Social Science Index Study

More than 200 replies from social science research institutions throughout the United States have been received so far in answer to a questionnaire for information to be included in the "Public Relations Index of Social Science Research" which is being established for the Society by the Education and Research Committee.

The Index is being established by a sub-committee on social science research, headed by Edward K. Moss, Public Relations Director of the American Management Association. On the basis of preliminary returns, Moss stated that there seemed to be an unusually high degree of interest on the part of respondents that the findings be put to work as practical aids to public relations activities.

The Index is intended to provide a continuing file of establishment and findings in social sciences which are pertinent to public relations practice. The file will be available in PRSA Headquarters and research projects findings will be published from time to time in the PUBLIC RELATIONS JOURNAL.

The questionnaire was sent out in August to universities and colleges and other institutions of both a commercial and non-commercial nature. A letter was enclosed which explained that the information was desired to help keep public relations practitioners informed of a growing important body of knowledge and also stimulate their cooperation in furthering such research. The questionnaire requested information on research in the fields of sociology, social psychology, economics, political science, and cultural anthropology resulting from laboratory, clinical or field work.

"What will be most helpful for the Index will be findings in human motivations and behavior related to this field," the questionnaire stated. "We have particular interest in such general areas as:

> Inter-relations of individual personality and group dynamics and laws of social change; the effects of various kinds of social and industrial organizations on our culture and vice versa; inter-personal relations; effectiveness of communication media (face-to-face, radio, press, printed matter, visual material, etc.); etc.—*in general, communications between individuals and groups and between groups* and the factors affecting such communication."

A progress report will be made to the membership at the annual meeting in New York, December 3-5.

Born in Wales, Lawrence Treharne was a sailor in sail and steam before he came with Atlas. Now an inspector of finished steel he also is known for his shrewd investments in Canadian stocks.

Former heavyweight boxer, stevedore and lumberjack, George Emerson now is an Atlas foreman on the 22-inch mill. In his spare time he makes precision instruments and does landscapes in oils.

Photos © Karsh, Ottawa

THE UNEXPECTED OFTEN MEANS MORE . . .

Karsh portraits of employees for steel company calendars draw by-product publicity

By Stuart D. Goulding

Staff Associate,
Editorial Development Division,
Charles Francis Press, Inc.

FOUR MONTHS AGO, Canada's largest makers of stainless and specialty steels, Atlas Steels Limited of Welland, Ontario, began to plan with its New York counsel just how to achieve what were finally viewed as twin problems:

1. An appropriate recognition of its employee steelmakers, and

2. The development of suitable material for the annual Atlas pictorial calendars.

The program adopted already has eclipsed in public relations impact the twin problems it was planned to answer.

In newspapers, magazines and rotogravure sections, millions of Canadians and Americans have seen and read during the latter part of October how the celebrated photographic-portraitist, Yousuf Karsh, has switched his attention from the world's great personages to the comparatively obscure industrial worker.

How did Karsh come to undertake such an assignment—one so completely unfamiliar to him?

Chronologically, the program began when it was recognized that the full-color paintings of steel mill scenes featured previously on Atlas calendars had become somewhat "old hat."

Faced with the challenge to reflect the company management's belief that the industrial worker is a personage in his own right, is self-reliant and should be more conscious of his own worth in a democratic society, it was a natural step to plan for paintings of employees at work. The paintings were to be reproduced on the calendar pages, exhibited in the local community, and "merchandized" in numerous other ways in good public relations taste.

But, who was to make the paintings?

In the past, for other clients, we had taken noted painters such as Peter Helck into American industrial plants. Here, however, a Canadian painter was called for.

While engaged in this search, A. Earle Higgins of Charles Francis Press learned that Karsh had just returned to Ottawa from a long journey in Europe during which he had made portraits of such personages as Pope Pius XII and the composer, Jean Sibelius.

The unusual request to enter Atlas plants and make portraits of workmen at first startled Karsh. The famous photographer, who disclosed a sound sense of human values, quickly responded to the idea and the challenge of a new phase in his career. A few weeks later, Karsh was at work. He spent more than a week's time in the plant, selecting his own employee subjects from the many skills and national origins he found represented in Atlas steelmakers.

The result? A newsworthy gallery of portraits, "Men Who Make Atlas Steels," recognizing and honoring the dignity and the skill and craftsmanship of the industrial worker.

There is no more important task before any Chamber of Commerce or any public relations group than this—to help reinculcate the American ideal; to help give the American people a right understanding of the American system. Misinformation, ignorance, and indolence can be licked only in the communities of America.

—ARCH N. BOOTH, Executive Vice President
Chamber of Commerce of the United States

The Chamber of Commerce does something about it!

By Walter Petravage

Assistant to the director, American Opportunity Program
Chamber of Commerce of the United States

IF YOU HAVEN'T LISTENED to Ralph Edward's radio show, you know from experience, no doubt, that people are funny.

In more ways than one.

This observation seems to apply, sometimes, with particular pointedness to Americans.

We live in a land that beggars the Biblical description "milk and honey."

We have overwhelming evidence all around us that this country is the greatest productive giant the planet Earth has ever seen.

Television antennas are as common as Coca-Cola bottles from Maine to California.

Our highways are crowded with hydramatic, ultramatic, futuramic wonders on wheels.

We eat more and better food than the peoples of any country on earth.

We drink more and better potions (shall we say?).

We wear finer clothes.

We live in more comfortable homes with an infinite variety of gadgets and conveniences.

To polish, once more, some glittering statistics: The United States has more than 50 per cent of the world's steel, 55 per cent of the telephones, 75 per cent of the automobiles, 50 per cent of the radios—evidence ad infinitum of our high standard of living.

We Americans (all 150 million of us) have a combined income that exceeds the total take of 600 million Europeans or a billion Asiatics.

We have . . .

But is it necessary to go any further?

Remember though . . . we're funny!

Some dissatisfaction

Despite all this and much more, a lot of Americans are dissatisfied. Many are easy prey for "pie in the sky" talk. Some Americans seem to have a yen to experiment with phases of social and economic theories that have proved failures in other countries.

Why?

Perhaps it's because too many have only a hazy knowledge of how our free economy operates. Impulsive by nature, they come to too many quick conclusions, based on misinformation or lack of information in many cases.

This misinformation often breeds dissatisfaction. It frequently throws a monkey wrench into our well-oiled, smoothly functioning economic machine. It saps the spirit of cooperation and teamwork between employer and employee so necessary if we are to continue producing the goods and raising our standard of living.

Take just one example of this misinformation.

Repeated surveys have shown that many employees think profits are 50 per cent and higher. The majority believe profits are 25 per cent.

Colossal profits! Capitalistic greed!

Yet most employees in these same surveys indicate they believe 10 per cent is a fair profit. According to Department of Commerce figures, profits for a recent 25-year period were just under 5 per cent.

Opinions like those mentioned often develop attitudes among employees that find relief in expressions like the following:

"I don't get a fair share."
"I'm being pushed around."
"Management is unfair."
"Let Government control business."

Add to this misinformation on profits, varying degrees of ignorance about such things as the factors that determine prices, the part competition plays in our economy, the effect of inordinate taxes on business, the function of government in our way of life, and many other facets of our economic picture, and it's apparent that business has a public relations job of the first magnitude on its hands.

The Chamber contributes

As its contribution toward this public relations job, the Chamber of Commerce of the United States is sponsoring a program titled "American Opportunity." This program is designed not only to disseminate economic information but to build a spirit of understanding and cooperation between management and employees.

It emphasizes an honest and active concern by management for the well being of employees as well as an understanding by employees of the problems of management. This is well illustrated in the use of one of the "tools" which is part of the program.

Employee survey prepared

To enable management to discover the opinions and desires of employees so that it will have accurate knowledge with which to plan its employee program, Opinion Research Corporation has prepared for the National Chamber an employee opinion survey.

This survey is available to employers at a price far below cost because much of the expense is absorbed by the National Chamber. As of September first of this year 3,500 employees representing 45 businesses in 10 cities have either completed or are scheduled to take the survey.

To illustrate the grass roots nature of the program, the owner of a gas station in Rochester, Minnesota, made a survey of his four employees.

After the survey is completed, the employers plan an 8-month communication program based on the survey findings. At the end of this period, another survey is given to determine whether management has achieved any positive results.

All of the initial surveys were made recently, so results are not yet available.

Task force tools

In carrying out its program, the National Chamber enjoys the unique benefit of an integrated organizational structure that includes chambers of commerce all over the country.

To take full advantage of this established task force in activating the program in local communities, the National Chamber has published and distributed a work kit containing detailed instructions for implementing the program. The kit also includes the following pamphlets:

One of the American Opportunity exhibits which drew an interested audience at the National Chamber's 38th Annual Meeting this year in Washington, D. C.

How to Tell Your Business Story in Employee Meetings

Contains practical ideas and suggestions on conducting employee meetings. Describes pitfalls to avoid and techniques to use.

How to Tell Your Business Story in Employee Publications

Outlines the objectives of an employee publication, reviews the reasons for telling the business story in this medium, and reproduces articles that appeared in successful employee publications with pertinent commentaries on each article.

How to Strengthen Employee Loyalty With Letters

Explains how letters can be used by a company in building loyalty, understanding, and cooperation among its employees. Reproduces actual letters used by companies in carrying specific messages about their business to employees.

How to Tell Your Business Story in Your Annual Report

Uses examples to show how annual reports *can* and *are* doing this job. Contains a complete description of an extremely effective type of simple annual report.

Telling Your Business Story on Your Company Bulletin Board

Describes with text and actual bulletin board reproductions ways to make bulletin boards interesting, informative—*and* tell the business story.

How to Tell Your Business Story With Plant Tours

Explains how plant tours in four cities were organized, publicized, and actually carried out.

Radio and Your American Opportunity Program

Tells how to plan and program a broadcast to get the ultimate in listener appeal.

65 Films for Your American Opportunity Program

Handy catalog containing the names of sixty-five films, with a brief description of each, that dramatize the free enterprise story and the American Way of Life. Indicates where the films can be obtained and the cost, if any.

Initiative encouraged

Armed with these eight pamphlets and instructions for setting up the program in their communities, local chambers are encouraged to use their initiative in starting the ball rolling.

This encouragement comes from representatives of the National Chamber's Washington office and six regional of-

Walter Petravage, assistant to the director, American Opportunity Program, Chamber of Commerce of the United States, helps plan, promote, and implement the National Chamber's activities in bringing about a better understanding of the operation of business and our economic system among employees and the public in general.

For several years Mr. Petravage did merchandising and public relations work for the International Association of Ice Cream Manufacturers. As a free lance writer, his articles have appeared in such publications as *Liberty, Argosy, Foreign Service, Plane Talk*.

fices located in various sections of the country. These staff members are constantly on the road holding meetings with local chambers, offering advice and assistance, and distilling the successful experiences of other chambers.

In the first eight months of 1950, 227 meetings were held. Since many of these were area meetings attended by representatives of more than one chamber, approximately 800 chambers were reached with the story of the American Opportunity Program in this period alone.

A monthly newsletter, *Explaining Your Business*, reports on the American Opportunity activities of local chambers and employers. It transmits ideas, suggestions, and case histories—any and all information that might be helpful to local chambers and employers in promoting the program.

Progress results

Well, how about progress? What are some of the results?

As of September 1, 1950, 150 chambers located in 35 states were actively promoting the American Opportunity Program.

To cite chapter and verse . . .

The Indianapolis Chamber of Commerce has a well-rounded program that includes films, public forums, a speakers' bureau, Business-Education Days, plant tours, and direct mail.

Two men on the staff of the Indianapolis Chamber devote their time exclusively to the film phase of the program. During the first six months of 1950, films dramatizing the American Way of Life and explaining our economic system were shown to audiences totalling 177,000.

A breakdown of the type of audiences reached reveals:

	No. of Showings	*Total Audience*
Grade School . .	296	70,237
High School. . .	115	25,233
College	27	4,181
Adult	455	77,393

Among the adult groups were: church, fraternal, PTA, civic, service, and educational.

Included among the adult showings were 146 made before supervisory and rank-and-file employees in plants.

This is just one aspect of the Indianapolis Chamber's work in helping employers bring the story of business and our economic system to their employees.

This facet of the American Opportunity Program—stimulating and assisting local employers in doing a good communications job—is equally as important as the community information phase. First the chamber must alert employers, in many cases, to the necessity for initiating a program of this kind. Then it must stand ready to help in every way possible.

Employer-employee clinics

The Dayton Chamber of Commerce is a good example of a chamber working closely with employers. Besides using many of the means of communication described in the Indianapolis program and also sponsoring an excellent weekly radio program titled "Opportunity Unlimited," the Dayton Chamber conducts what it calls Employer-Employee Clinics.

Briefly, the clinics work this way . . .

Suppose, for instance, a company is doing an outstanding job with employee meetings. A representative of the company is invited to review completely this phase of the program with a group of Dayton employers. A question and answer period follows. Further ideas and suggestions sprout. When the meeting is over, it's a very unimaginative person who hasn't picked up at least one idea he can put to use in his own business.

Other clinics

The Dayton Chamber has conducted or plans to conduct clinics on the use of such media as letters, bulletin boards, annual reports, employee publications, plant tours, and films.

Harold E. Stassen, President of the University of Pennsylvania, speaking at the National Chamber's 38th Annual Meeting, outlined the following rules for employee communication programs:

"The information must be presented in plain picturesque, easily understandable form.

"It must be strictly factual and not carry with it opinions or advocacy.

"It should leave the political issues strictly alone and only present the economic facts.

"It should include the very important matter of not only how much smaller the profit portion is of each dollar, but also what happens to that profit in terms of use for plant expansion, for new machinery, for other such purposes."

The Grand Rapids Chamber of Commerce is particularly noted for its outstanding Grand Rapids on Parade Week. During one week of the year, under the guidance and sponsorship of the Chamber, the businessmen of the city cooperate in bringing to their employees and the whole community the story of their businesses and the superiority of the American free enterprise system.

If you visit Grand Rapids during that week, you'll find the store windows and streets furbished with posters, banners, exhibits, and displays proclaiming the benefits of the American Way of Life. Breakdowns of the sales dollar appear in all forms, depending upon the ingenuity of the individual businessman.

Innumerable plant tours and interpretive visits to all kinds of businesses are the order of the week.

Year-round program

Don't draw any hasty conclusions though. The Grand Rapids Chamber doesn't fire all its big guns in one week and then call it quits for the rest of the year. A carefully planned American Opportunity Program using all the conventional media is in operation 365 days in the year.

It's just a case of this Michigan city's taking a very deep breath for one special week in the year and really expanding its chest—with excellent results from a public relations angle too.

It might be well here to describe very briefly Business-Education Days which are sponsored with a great deal of success by so many chambers of commerce.

Supposedly, we acquire much of our knowledge about the world in general and the American economic system in particular during our school days. With a proper obeisance to the pedagogues, however, it seems that one facet of education receiving sketchy attention is the teaching of a genuine understanding and appreciation of our economic system.

Teachers also learn

It follows then that if teachers themselves had a better understanding and appreciation of the policies, problems, and objectives of business, they would be inspired to transmit some of their knowledge to their pupils through guidance and counselling. It's the old "seeing is believing" idea.

Business-Education Days attempt to accomplish just that. Teachers spend a day visiting a business, watching its op-

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How the Australian banks battled socialism

By Graham Kingsford-Smith

Public relations counsel, Sydney, Australia

When a socialist government in Australia tried to abolish free banking it was countered with an unusual public relations program. It shattered age-old traditions in the banking profession but had the socialists voted out of office.

This is the case history of what was in effect two parallel campaigns.

The first was a grass roots public relations program to promote public action against socialism. The second was within the banks where employees waged a race-against-time campaign to bring their own top management in touch with public opinion.

LATE IN 1947 the then socialist government of Australia climaxed a series of attacks on capitalism by announcing that all banks would be nationalized.

A government monopoly bank would have rung the death knell of free enterprise, so the fight that followed was long and bitter. The public relations problems it created were unusual.

Perhaps I should first outline the political background.

For 30 years the Labor Party (the largest single party in Australia) has campaigned for socialism. An entrenched political hierarchy holds the reins of the party firmly, even forcing its members in parliament to cast their votes as ordered and work always for socialism.

The people's reaction

This does not produce the reaction against Labor that most Americans would expect, because at heart a large majority of Australians have pro-labor sympathies. Probably this is a reaction from the attitude of the ruling classes back in the days when the Australian States were colonies of England: an attitude which, unfortunately, still exists in some of the financially entrenched interests today.

This background is a socialist ace-in-the-hole that complicates the problem for any public relations program on behalf of free enterprise. Great numbers of Australians support the Labor Party unswervingly, disregarding its socialist policy in the outdated belief that it helps the "working man" fight for his rights.

Gallup polls show that 46 per cent of votes are automatically given to Labor, leaving a very small percentage of voters deciding all changes of government. Compulsory voting in Australia ensures that at least this swinging vote will actually get to the polls.

Bank reaction

The banks faced the sudden threat of extinction with remarkable complacency, taking a sort of "this can't happen to us" attitude. Senior management concealed its feelings behind the aloof dignity in which the traditions of last century have steeped it.

First action was limited to challenging the legal validity of the Act.

As time passed, however, it became increasingly evident that, even if the Bank Nationalization Act were ruled unconstitutional, the government could still cripple the private banks by roundabout methods. Statements by leading socialist politicians bore this out.

Tactics then resolved to having the court case hold off government action until the federal elections two years away. Then, it was hoped, the people of Australia would vote the socialists out of office.

However Gallup poll figures, at first showing 67 per cent of voters opposed to bank nationalization, swung downward as public interest in the "seven day wonder" faded.

It became obvious that a campaign to keep public interest alive was imperative.

But that this was essentially a public relations problem was realized reluctantly.

Private banks total 9

Firstly the private banking system in Australia totals only nine banks, all but one being large chain banks. This chain organisation helps screen senior management from much personal contact with the public.

Boards of Directors consist largely of elderly gentlemen from the prominent financial families and are rarely full time executives. Deep-rooted in the traditions of the more static capitalism that had an

Graham Kingsford-Smith, who tells how Australian banks spearheaded an electoral victory over socialism last December, has just returned to Sydney from a 7-month tour of the United States "seeing how you people get things ticking so smoothly." A graduate of Sydney University and School of Applied Advertising, Sydney, he served first as reporter, later as war correspondent for the *Sydney Morning Herald* and *London Daily Express*. Postwar he became publicity manager for Goodyear Tire and Rubber Company in Australia; then served as public relations consultant to the Australian banks. He has just been named public relations manager for Ford Motor Company's "down under" operations, and also serves as public relations advisor to the Institute of Public Affairs, Sydney, leading organization promoting understanding of free enterprise.

easy existence in nineteenth century England, they had not been conditioned to understand the power of present day public opinion, or the methods available for influencing it.

In winning supporters, too, the banks were handicapped by the relatively few men and women in the lower wage brackets who had had personal dealings with a private bank. This was mainly because no private banks had developed savings bank or consumer loan departments. Government banks had grown up to fill these needs.

On the other hand early analysis showed that the very traditionalism of the private banking system gave it certain advantages for the fight.

Banking in Australia is an eminently respected profession and employees are hand picked at an early age. The background is something like officer entry to Annapolis or West Point.

These bank employees have a deep, almost filial, loyalty to their bank and their profession.

Even members of the public who oppose private banking politically usually respect the bank employee and listen to his views in the community.

This meant that the case for the private banks was at least certain of a hearing at the bar of public opinion.

The banks, too, had stood loyally behind their borrowers during the depression and had built a reputation for old world courtesy. The only bank to crash in the depression was a government one.

The initiative

It was bank employees in the 30 to 35 age group who took the initiative in wooing the public. 85 per cent unionised, their union lent support and in their spare time a handful of enthusiasts began talking about the dangers of government banking monopoly.

They stressed mainly the danger to the Australian way of life, giving surprisingly little attention to the clause providing a $2200 a day penalty for employees who refused to assist the changeover to government ownership.

Finally, after many earnest requests, bank managements rather apprehensively freed a few of these pioneers from normal duties to develop their campaign.

Needing funds they arranged weekly contributions from many thousands of bank employees throughout Australia. Elevator operators, cleaners, car drivers contributed, as well as accounts staff.

Finally, with great secrecy, financial assistance came from the banks.

It was at this stage that I was briefed for public relations assistance to the campaign.

The Governor reading a speech during ceremony for opening parliament.

All activity was in the name of what was now officially formed as the Bank Employees Committee. This gave a valuable "I'm just a worker, too" flavor to dealings with the public, and removed much of the "big business" label which could have been damaging.

But from the beginning planning was complicated. The Committee, though nominally independent, naturally existed on sufferance from top management. Unpredictable vetoes confused its members, and insistence that each item of the campaign be put up for approval separately made it difficult for them to tie in one phase with another.

Throughout the campaign the names of top level bankers could not be used for publicity. This was partly due to the traditional feeling that senior bankers must maintain a reputation for dignity; and partly because effective socialist publicity over many years had made bankers politically nervous of openly supporting capitalism.

Semi-anonymity helped

Although this ruling cost us the publicity that would have come from controversial statements by the big names, it was only relaxed for a formal statement when the court verdict on the bank case was announced.

In some ways the cloak of semi-anonymity was useful. As the time before the election was too short to reap the results of an educational program, and as leading bankers were not in mood to form long term plans, the campaign developed into a no-holds-barred attack on socialism in general and socialised banking in particular.

There was naturally much reluctance in breaking with traditional disinterest in politics. But Gallup polls showed that victory for the non-socialist parties, despite normal financial support from the banks, would otherwise be far from certain.

Permission for junior employees to be quoted in press and radio was given about four months before the elections. This greatly increased the amount of news space we obtained and helped boost the morale of our voluntary workers.

Campaign tactics

We had first to resist the temptation to write hard-hitting material that would delight our staunch supporters but achieve little else.

Analysing past election figures and opinion polls we found there were two types of "swinging voter" who would be the deciding factor at the elections.

First was the man or woman with little interest in politics. Like the advertising man's impulse buyer he would vote according to some last minute whim. Second was the larger-than-normal group of conscientious voters trying to study the real issues.

It was felt a campaign featuring banking was best aimed mainly at this group. Nevertheless we remained informal and low pressure in case we talked ourselves out of a sale.

In every town with one or more banks a volunteer "liaison officer" was appointed. All communications from the central committee in each state went to him for relaying to employees in all banks. Liaison officers continued their normal work but were given unofficial time off as needed.

As the campaign began rolling more bank employees were released for full time duty and trained members of the central committee were allocated to zones in which they travelled widely to keep liaison officers informed and enthused.

Liaison officers encouraged bank employees to break normal bank precedent and join local political campaign committees. Apart from putting much needed manpower into these overworked voluntary groups they encouraged speakers to keep plugging the bank nationalization issue.

In many towns "Discussion Groups" of local businessmen and employees from varied industries were organized.

Using material supplied, these groups studied the political issues and were taught how to carry out a word of mouth campaign at their work, amongst their friends, with cocktail bar acquaintances.

The central research staff delved deep into communist and socialist closets and found many skeletons for our men to rattle embarrassingly.

Whenever possible "Speakers Groups" were formed. Given short courses in public speaking, members spoke at meetings of all types, including the street corner meetings which are a feature of Australian political campaigns. They talked on any aspect of anti-socialism and became noted for their well informed attacks. They were also encouraged to ask awkward questions of speakers at socialist gatherings.

Some Speakers Group members became so enthusiastic that they sought and obtained Liberal or Country Party nomination (there are no primary elections in Australia) and were ultimately elected to parliament.

Other activities

On the majority of radio stations five minute spots were taken in the name of the Speakers Groups. Using local adaptations of syndicated informal style scripts speakers used their "local name value" to discuss aspects of socialism fairly objectively.

In addition an "Answer Man" style 15-minute session was launched on the largest network. Listeners' questions gave many excuses to plug our theme, and special questions were dummied in where necessary.

These and other political broadcasts so annoyed the government that it made a number of broadcasting regulations aimed at driving anti-socialist sessions off the air. A lot of ingenuity, and the services of a good lawyer, were needed to keep scripts within the law without losing their punch.

As it was, a number of radio stations became frightened of government retaliation and cancelled their space contracts.

A weekly newspaper column, written in racy paragraph form, was placed through bought space in a wide spread of papers. Campaign theme was oblique and disguised with humorous and topical items modelled on the style of popular national columnists. These columns were written centrally but signed by local citizens in each community.

A heavy campaign of press releases was maintained throughout. Mainly newsy items touching various anti-socialist themes, these had varying success. Continual government attacks on the "capitalist press" made some nervous publishers reject all anti-government releases. But some ardent campaigners used our material with an enthusiasm that at times embarrassed us.

In one key area a paper partly owned by the socialist Prime Minister sniped continually at our activities.

There was unexpectedly good readership for feature length articles signed by the chairman of the Bank Employees Committee and published on editorial pages in bought space.

For a minor activity much enjoyed by more frivolous bank employees we printed large numbers of unidentifiable two-by-one-inch stickers with topical slogans.

Stuck surreptitiously in ingenious and incongruous places they caused many laughs. One stating "I'm tired of being pushed around by the government" found stuck to the chair of a prominent socialist in parliament started a witch hunt that made good newspaper copy.

Campaign enthusiasts distribute much material

Another major task for liaison officers' volunteer groups was the distribution of a monthly miniature newspaper and other pamphlets. Paid distributors had proved unreliable, and at any rate it was found that leaflets gained prestige when passed around by prominent local citizens.

At the height of the campaign these enthusiasts were getting printed matter into the mail boxes of nearly half the homes in Australia. More were distributed at meetings and over bank counters.

In the final six months of the campaign many hundreds of volunteer bank employees spent evenings and Saturdays on a house to house canvass. Most reported a friendly hearing, even from pro-Labor voters.

Others addressed lunch hour groups of factory and office workers. The genuine interest and sincere questions asked by workers, even in such normally socialist strongholds as metal foundries, made us wish we had enough speakers, equipped to answer all questions and able to talk with a down-to-earth and "I'm a wage earner, too" attitude, for a more complete coverage.

At all times our research and statistical service was much used by the many amateur organisations which mushroomed up in the fight against socialism.

Two months before election date the Privy Council (highest court in the British Empire) delivered its judgment on the Bank Act. Although ruling it unconstitutional it left loopholes which may have permitted a revised act to hold water.

Immediately we swung the full weight of the campaign into publicising carefully collected statements by leading socialists saying, in effect, that if the

(*Continued on Page 18*)

In country towns throughout the nation voluntary campaign supporters did a roaring business with "how-to-vote" cards, as Australians studied the issues.

Using display techniques in public relations

Case history of a display series used in conjunction with releases and advertising

By Loren F. Dorman

Department of Public Information
Weyerhaeuser Timber Company

EVERY COMPANY, large or small, in all types of industries has a story to tell; usually a good story that is strong in human interest, industrial history and in service to the people of our nation.

Some of these stories are about management; some are about employees, shareholders and other people associated with the business. Some are concerned with product improvement and sales, research, how money is reinvested in business for industrial prosperity and countless other subjects.

In every one of these stories there is an opportunity for public relations personnel to dramatically show what the economic structure of American business is, how it works, and why it operates as it does.

Most of us feel that one primary job of industry today is the telling of the basic story, and telling it sincerely and convincingly. From a public relations standpoint, I think the ideas and stories which industry wishes to present can be more dramatically and impressively driven home by display technique than by any other method.

By display technique I do not mean a velvet covered table littered with gimmicks and give-aways surrounded by bathing-suited models. I mean the entire range of all two and three dimensional media that falls into this category, such as: exhibits, plant and equipment models, 24-sheet posters, photographic presentations, graphically delineated gatefolds in booklets, etc.

The advantages of display technique are many. In the exhibit field, a properly prepared unit can take advantage of three dimensions, color, light, sound, special emphasis, audience participation and other elements. You have the opportunity to show in still or animated form the basic idea you are trying to get across, as well as supporting details and, last but not least, the benefits of your activities to the observing public.

Both working and still models always excite observer interest, and are especially effective when accompanied by dramatically blown up photographs of the actual processes in action. Billboard-size signs or posters, properly located, offer an opportunity for an on-the-spot dramatization of a local idea or to further emphasize an over-all continuing theme that is more fully explained elsewhere. Properly planned and illustrated gatefolds in annual reports and booklets can present complex ideas in concise, logical and easily assimilated form.

All of these media have the same advantage—they quickly convey ideas and information in simplified form, using a minimum of the observer's time for impression.

To be successful, display presentations must be brief, logical and sincere. Considerable study, planning and perspiration must be applied to most complex stories to reduce them to basic elements which can be effectively illustrated in a minimum of space. To compress the history of a company into a gatefold 11" by 24" or into a traveling display unit that can be built with a small budget is quite a chore, and is probably the main reason why the technique is not more widely used. Models, billboards and exhibits which can be used over and over again must be properly planned and supervised, and provision made for constant maintenance and keeping them up to date. As a rule, some of these items may require a full or part time attendant.

The first important step is to determine the basic premise of the idea or story which you want to get across. Follow this with study in detail of the constituent elements: how they work and why they operate or are done in that way. Follow up these two steps with the most important consideration of all: what are the benefits and results for the people viewing the material?

Let's examine a case history of a display series; one in which exhibits, models, outdoor signs and graphic presentations are used in conjunction with news and magazine releases and advertising.

The Weyerhaeuser Timber Company

Pre-plant tour lecture using model prepares observers for key points of interest, and emphasizes over-all situation.

Production story displays

grows trees and converts them into usable forest products. The company follows certain operating policies in carrying out its business. These policies have proved to be sound and in the best interests of all concerned with our business —employees, shareholders and customers. Our assignment was to show in dramatic form what these basic policies are, how they work, and what they mean to all the people associated with our industry.

The displays were planned to present the primary theme on a large central panel which had in it a screen for the continuous projection of colored slides. This slide story told in sequence just how one phase of our operations was carried out—the entire series requiring only three minutes to view.

Surrounding the central theme panel was a series of individual panels which featured the benefits of our operations to each selected public. We presented only one phase of our story in one display unit, a second phase being presented in a unit identical in construction and arrangement, but differing in the details of the story. This system permitted us to send out one exhibit, followed later by other units in sequence, thus maintaining audience interest over a longer period of time than would have been possible had we shown the entire story at once.

For simplicity of assembly, and to facilitate shipping, the exhibits were designed as knock-down units, each element fitting into its own compartment in a specially designed shipping case. Appropriate instructions for erecting and lighting the exhibit were included, together with spare parts such as projector bulbs, type sheets, plaster letters, and similar items.

These exhibits were accompanied by actual scale models of our individual mills and plant sites, which also pointed up certain features of our operating procedure. At the same time, news stories were appearing, accompanied by related advertising featuring the same theme. Our annual report presented a double gatefold describing in photographic and artwork form each of the simple basic themes. Large billboard-size signs were erected in appropriate spots, featuring the basic premises of the exhibit.

We know, from the many requests we have had for the use of the displays and models, and from the increasing distribution of our gatefold material, that the treatment used was both desirable and effective.

In applying the display technique to your work, I would suggest that the services of a recognized industrial designer be employed, particularly if your own staff is not thoroughly experienced in this field. For more limited budgets, local display building talent, in cooperation with photographers, advertising agencies and artists, may be of help.

In display presentation, success in idea communication depends upon simplicity in planning and presentation, and use of a form worthy both of your story and your audience. Do not make the mistake of relying on a tissue paper and cardboard one-shot effort. Do a top notch job. Mediocrity may do you more harm than no presentation at all.

Loren F. Dorman is currently engaged in public relations, advertising, and industrial design activities for the Weyerhaeuser Timber Company, Tacoma, Washington. The company's annual report, which is produced under his direction, has placed high in the *Financial World's* annual report contest for several years—winning first place in the industrial building products division in 1948, and second place in 1949. Prior to joining Weyerhaeuser, Mr. Dorman was with the Office of Walter Dorwin Teague, Industrial Designer; Curtiss-Wright Corporation; and Douglas Aircraft Company. He is a member of PRSA.

HOW WE DID IT-

Minneapolis-Honeywell sent its 7,000 employees on vacation at the same time

By William B. Hutchinson

Director of public relations
Minneapolis-Honeywell Regulator Company

> The chief factors in a healthful vacation include change in occupation, lots of time in the sunshine and open air . . . rest . . . congenial friends, freedom from insistent routine. A good vacation is over when you begin to yearn for your work.
>
> DR. MORRIS FISHBEIN
> "It's Doctor's Orders"
> *Holiday* Magazine

WHEN YOU CLOSE DOWN your factories and send 7,000 people scattering to all points of the compass armed with fishing poles, cameras and golf clubs you make a big dent in a town . . . even in a city as large as Minneapolis.

And when sheer numbers make it impossible to stand by the door and wish everybody a good vacation, you do the next best thing.

So we took space in our local papers and wished all Honeywell factory employees a happy holiday. We took the liberty, in fact, of speaking for our people and through them wished the whole city a good time.

When the factories re-opened, each employee was handed a special one-page edition of the house organ. The paper welcomed the people back to their jobs; told them about the orders that piled up while they were away, and explained the need for . . . "a good job right now on delivery dates."

Naturally we had reasons for this little and informal campaign.

In the first place, our factory people had done a remarkable job over the preceding year in increasing production and efficiency. We wanted to tell them so. And we wanted the whole city to know it, too. It is a part of our community relations program to try and make our people proud of their company. It is a part of our program also to maintain the community's rather high regard of Honeywell.

Honeywell is the largest employer of labor in the Twin Cities. So naturally, what it does makes news. We want that news to be favorable. Even though it is generally known that many hourly paid employees do get vacations with pay, we wanted our community to know that paid vacations were the rule at M-H too.

So, in a sense, we made news out of our annual vacation. We were able to use that vehicle to explain some of the advantages of working for the company; to establish as best we could the fact that we work in a friendly tradition . . . that Honeywell is a good place to work.

While there was no means of measuring the impact of the advertisement scientifically, the personnel department expressed the opinion that the ad did help in its recruiting drive . . . a secondary reason for taking the space.

When a big factory grinds to a stop it can't be re-started at the push of a few buttons. Our production supervisors know from experience that it usually takes three or four days to get back to reasonable efficiency after a vacation shutdown. That was why we published the special issue of the house organ. We wanted to tell the people that there was a big job ahead; that our customers were really pushing for delivery; and that it was to their own personal interests to get back into the swing of things in a big hurry.

Again there was no way to measure the effectiveness of the special paper. But several of the production supervisors said that it did create the warm atmosphere that was needed. And when people are in a happy frame of mind and understand a problem it is almost axiomatic that they will cooperate. At least the factory reached its production goals a day ahead of schedule.

All in all the advertisement and the welcome home newspaper appeared to be worth the effort and cost. Everything being equal, we probably will do it again when next vacation time rolls around.

Hi America! Here Comes HONEYWELL

. . . we made news out of our annual vacation.

Welcome back!

Story on your job looks like this

Korean fighting has some effect

M-H'ers turn in top production job

. . . our people had done a remarkable job . . . we wanted to tell them. . . . we wanted the whole city to know.

Prudential moves closer to the people

Insurance leader's pioneering in decentralization points up some public relations plusses

By Edward F. Baumer

Director of public relations, Western Home Office
Prudential Insurance Company of America

SEVENTY-FIVE YEARS AGO a company was born in a basement office in Newark, New Jersey, dedicated to provide a new kind of security and protection for people in all walks of life. Today, that same firm—known all over the world as the company with "the strength of Gibraltar"—is still pioneering. It is establishing new concepts within insurance circles by retaining the advantages of the strength, breadth of coverage and economy of an organization nation-wide in scope, and at the same time pursuing vigorously a policy of decentralization.

During its first year of operation, in 1875, The Prudential Insurance Company of America (originally named The Prudential Friendly Society) probably was as close to the public as a company ever can be. Just struggling into being, it naturally had only a few policyholders and the entire staff was able to devote full time to the personal problems of an individual policyholder. In fact, a story is told in Prudential circles of Dr. Leslie D. Ward, the company's first medical director, devoting an entire night in the winter of 1876 to the doctoring of a certain Mrs. Grover who was insured by the company for $500—fighting to keep her alive and, incidentally, to keep the company solvent.

Close relationship difficult

Obviously, it is more difficult in the Prudential today, with $32,000,000,000 of insurance in force on the lives of 26,000,000 policyholders, to maintain such close personal relationships. However, when Carrol M. Shanks became president of the organization in 1946, he was very conscious of the company's vast growth and at the same time of the need for the closest possible relationship with the policyholders and the public. Mr. Shanks knew that Prudential's magnitude was one of the best possible guarantees of financial security for the policyholder's family. He also knew that the vast resources of the company made possible a financing program for business, industry and the individual that aided community development and placed the acquisition of a home on an economical basis within the reach of many. But he also realized that the company was faced with an important problem in public relations.

New policy stressed

At the very outset of his career as president, Mr. Shanks announced a policy which stressed the need for the company to continue to grow closer and closer to the public and to its policyholders. Being a Westerner himself, Mr. Shanks realized it was a long way from the Pacific Coast States and even from the Southwestern States to the Home Office in Newark, New Jersey.

So, he set about bringing the Home Office closer to the West . . . closer to the Southwest . . . and, in fact, closer to every policyholder. It was in 1947 that he announced a broad policy of decentralization of the operations of the company . . . a policy which is leading to the creation of regional home offices in various sections of this country and in Canada and is bringing the executive control closer to the public. At that time Mr. Shanks expressed it this way:

> "The Prudential, like so many other companies, has expanded rapidly since 1875 until now (in 1947) it has 1200 offices in the United States and Canada, all centering in Newark.
>
> "The feeling has been growing on me for some years that, although this is an entirely natural development, something is wrong in the picture. The vigorous growth of the West—population, industry, trade, services—makes it clear that they should no longer be confined to branch office service by national concerns. That feeling is shared by others and is prompted by the facts of economics and history.
>
> "We are at a great turning point in our national set-up. During the next few decades we are going to see a tremendous shift of the financial and economic control of industries to the West and to the Southwest.
>
> "I do not mean branch offices, sales offices or the like. These you have always had and will continue to have in increasing quantity, and they are fine.
>
> "I mean, however, the actual financial and economic control of business, trade and finance. That is not by way of saying that the East will decline, because it will not, nor would it be good if it did. But there will be a balancing up—and many national businesses will be run from the West and have their branch offices in the East.
>
> "The skill, drive and energy of the West and Southwest will accelerate the turn of history in this matter—plus the simple fact that an increasing number of business heads will want to live in the West—and an increasing number of businesses will grow up here.
>
> "Recognizing this fact—we were then confronted with the question of how to apply it to our own company. Should a branch office be set up in the West to handle the Western Region—11 far western states and Hawaii? A branch office

Edward F. Baumer is director of public relations, Western Home Office, Prudential Insurance Company of America, serving his 16th year with the company. A Rutgers graduate, he was admitted to the New Jersey Bar in 1937 after completing law school, and is a member of the American Bar Association. He began as a claim clerk in Prudential's Newark office, subsequently working in the law and methods departments, and joined the Western Home office in 1947. His department handles public relations, advertising, publications and sales promotion matters.

tied to Newark did not give the answer. We already had 1200 of those. The mere direction of sales and services from here wasn't adequate.

"We concluded that we would merely be behind the procession of history if we did anything less than place in the West an office to handle the eleven far western states and Hawaii which had complete autonomy so far as the law allows and so far as it is at all practicable. And that was our decision.

"Our regional home offices will be autonomous to a high degree. To the fullest extent that we can work it out, they will control the destinies of the Prudential—which is a great sales, service and investment institution—in their respective regions. So far as reasonably possible, they will control sales, control service, control investments."

The first step in decentralization was the establishment of the Western Home Office in Los Angeles to serve the eleven western states and Hawaii. A beautiful ten-story structure was erected in the heart of fabulous Wilshire Boulevard's Miracle Mile to house the operation. Incidentally, with true insurance company frugality and far-sightedness, approximately half of the structure, comprising all of the ground floor and a three-story wing, was devoted to income-producing rental area which carries a large portion of the cost-of-housing load.

With the beginning of construction of the Western Home Office building in 1947, the company entered the first working phase of its public relations program. Most important of all, it was necessary to get off in the right direction. Harry J. Volk, Vice President in Charge of Western Operations, wanted everyone to know that here was not a big Eastern company moving in—but a western business expanding to do business on a more personal basis with westerners.

Cornerstone laid

Ground breaking ceremonies, cornerstone laying and all the other high points in a major construction program were focused on localizing the Western Home Office and its activities. One of the first events planned to help achieve this aim was at the time of laying the cornerstone. Every daily newspaper in the eleven western states was invited to send a copy of its paper to go inside the cornerstone —which, incidentally, was an actual piece of the Rock of Gibraltar presented to the Company by the British Empire and brought to Los Angeles by steamship and airline companies who shared in the publicity. Virtually all the western dailies responded to the request and their selected editions were microfilmed, sealed in a moisture-proof container and deposited for safekeeping in a stainless steel box within the cornerstone. Included in the box was a letter from President Shanks addressed to the president of the Prudential in the year 2021, when the company would be just twice as old as when the letter was written. Thus, the significance of this important event is related for the benefit of a future unknown leader, probably not yet born.

State seals presented

Similar efforts were carried on throughout the construction period. Toward the final stages of completion, each of the governors of the eleven western states and Hawaii presented the Western Home Office with an 18-inch bronze replica of his own state or territorial seal. These were installed on the exterior wall of the building near the front entrance with appropriate ceremony. Papers throughout the area gave considerable attention to these various projects and helped publicize the significance of these events to communities in the West.

Staffing the Western Home Office was another important problem. It was decided to bring only executives and essential key personnel from Newark. Of an original staff of nearly fourteen hundred, over a thousand were employed and trained locally.

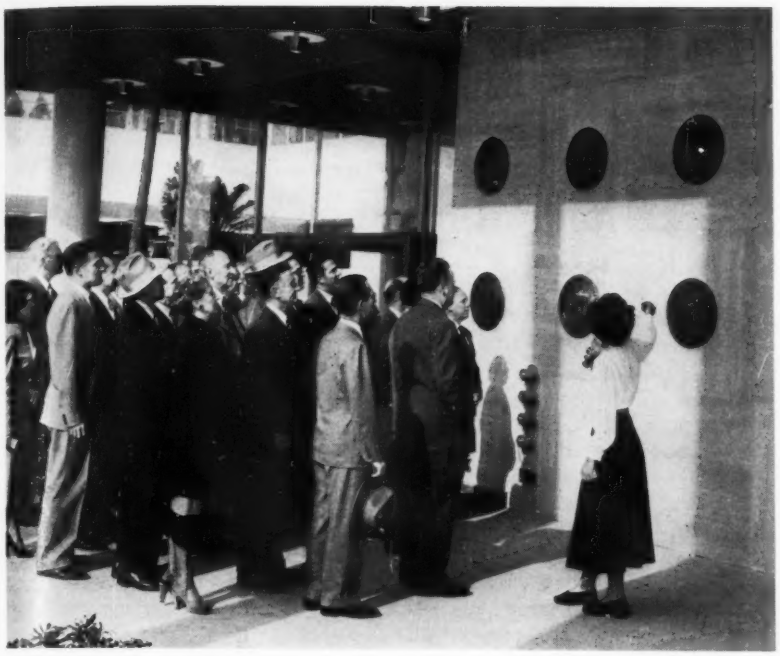
When the building was opened for occupancy in November, 1948, an advertising program was launched in western newspapers. This played an important part in the job of "selling" the localized aspect of the operation.

Of equal importance with "selling" the story to the public was the task of "selling" the story to the company's field men . . . the company's liaison with the public and its policyholders. For years these men had been responsible directly to Newark. Now, they were to be responsible to the Western Home Office. In any field organization, a major change is something which is looked upon with question. So, the job of "selling the field" was planned with exacting care.

Men from all over the West and, in fact, from all over the country—mostly managers and top producers – were brought to Los Angeles for their annual convention. By no mere coincidence, the convention date coincided with the opening of the Western Home Office. This gave an excellent opportunity to show the new plant and sell the whole idea to men who would go back to their associates and spread the word.

An 18-minute, color-sound film entitled "Greater Horizons" was shown to

Ceremonies at Los Angeles Airport on arrival of ton and a half piece of Rock of Gibraltar as cornerstone for Western Home Office. Left to right: Honorable Fletcher Bowron, Mayor of Los Angeles; Honorable C. G. Kemball, Acting British Consul in Los Angeles; and Harry J. Volk, Vice President in Charge of Western Operations, Prudential Insurance Company of America.



Group of visitors admire bronze replicas of state and territorial seals presented Prudential's Western Home Office by Governors of the eleven western states and Hawaii. The seals were installed with appropriate ceremony on the exterior wall of the building near the front entrance. Papers throughout the area helped publicize the significance of such events to communities in the west.

all Prudential employees in the West and to business and governmental leaders in key cities of the West. Through this powerful media the company was able to demonstrate how each of the areas served by the Western Home Office would benefit through this policy of decentralization.

Following this, the annual program of regional departmental conferences was carefully worked out to continue the job. Announcements, bulletins, pamphlets, brochures, and all types of sales literature were developed with a western angle. Many new and untried ideas in insurance advertising were developed by the Western Home Office. The whole package was tied up with the publication of a western house organ called *Scene*. Incidentally, this publication, designed to reach employees and their families, was entered in national competition when in existence only four months and received the top international award for excellence.

Men in the field quickly responded to the carefully planned appeal and saw the tremendous advantage of operating in the West with western-made tools. Since the opening of the Western Home Office in November of 1948, virtually all publicity, advertising and promotion material used in the West (except for national media) has been originated locally. Naturally, material developed for local use has rung the bell in a way never achieved by material produced for use in many different regions of the country.

In evaluating such a policy of decentralization, an important question must be answered – "What do the results show?" In a recent report to a special committee of the Prudential Board of Directors, Mr. Volk said:

> "There are many indications that our public relations are steadily being strengthened throughout our area. The most important factor by far in winning the approval of the West has been the concept of the highly autonomous Regional Home Office. This organizational pattern is widely discussed and strongly endorsed by Westerners. It has had the effect of making ours a 'local enterprise' as compared to the 'big Eastern Company.' And it is paying dividends in public acceptance and good will."

As examples he cited:

"The year 1949 was a record year for Prudential in the West. Our total production of paid-for new business was 20 per cent above that for 1948 and was 12 per cent over that produced in 1946, the best prior year in the company's history. During the first 26 weeks of 1950 we have produced 16 per cent more new paid-for business than the same period last year. The Western Home Office Mortgage Loan and Real Estate Investment Department has achieved an outstanding record of loan production during the first half of 1950. Dollar volume of loans approved in the Western Home Office territory represented an 82 per cent increase above the same period of 1949. We are currently lending on mortgages in the eleven western states as much as the company lent in the entire nation in any year prior to 1947.

"The operation has been successful and has proved to be advantageous because it has accomplished all of the objectives and hopes held out for it. Improved service is being given to the people of the area. There has been an increased efficiency and effectiveness in the production of new business, and an increased efficiency and effectiveness in the production of investment in mortgage loans. All because we have moved closer to the public and are better able to understand the individual problems."

Decentralization steps

As a major step in the decentralization program, President Shanks, in January 1950, announced the appointment of Vice President Valentine Howell as Executive Vice President in charge of the program. Included under his supervision, in addition to Western Home Office, is the Canadian Head Office which was officially opened under the direction of Vice President Robert M. Green in September 1950. With headquarters in Toronto, that office will serve all of the needs of the people who are our good neighbors to the north. On October 7, 1950, ground was broken in Houston, Texas, by President Shanks for the third Regional Home Office. This Southwestern Home Office, under the leadership of Vice President Charles Fleetwood, will serve seven states when the new building is completed in 1951. As the decentralization program goes forward, and the blueprint for the future is presented by President Shanks, it is interesting to look back at the statement of another pioneer, President John Dryden, made during the earliest years of Prudential—

> "Social institutions, like political institutions, can endure only if there is economic justification for their existence, and if they prove their social utility by successful adaptation and readaptation to the ever-changing conditions and circumstances of political and social life."

The Chamber of Commerce does something about it!

(*Continued from Page 8*)

eration firsthand, listening to top executives explain the financial picture, policies, problems, and plans of the business.

It's not intended to be an excursion though, unfortunately, a few turn out to be just that. In most cases, however, it's an excellent public relations approach to a very influential community group and an integral part of a chamber's American Opportunity Program.

Some chambers are expanding the public relations impact of this phase of their program by sponsoring Business-Clergy Days and Business-Agriculture Days.

The chambers actively promoting the American Opportunity Program are too numerous to list in toto. Skipping around the country, however, you'll find them in: Worcester, Massachusetts; Bridgeport, Connecticut; Hickory, North Carolina; Rockford, Illinois; Jacksonville; Atlanta; Denver; Lincoln; Spokane; Sacramento; and San Diego.

If you get the impression that it's only the chambers in larger cities that are sponsoring the program, listen to the story of Blue Earth, Minnesota.

Several months ago a representative of the National Chamber, during a Northwest speaking tour, presented the program to the Chamber of Commerce of Blue Earth. Before this staff member returned to Washington, a telegram was received by the home office from the secretary of the Blue Earth Chamber ordering seven work kits and asking to be put on the mailing list for 225 copies of the monthly newsletter, *Explaining Your Business*. The secretary of the Chamber was enthusiastic. "Plans being made for extensive program," she wired; and her spirit had apparently inspired the businessmen of the community.

Other features

One or two more comments on the program . . .

One of the features of the National Chamber's Thirty-Eighth Annual Meeting in Washington in May of this year was the American Opportunity luncheon. Featured speakers on this luncheon program were Harold E. Stassen, President of the University of Pennsylvania, and Dr. Claude Robinson, President of Opinion Research Corporation. Both speakers were emphatic in their affirmation of an increasing need for more and better communication by business to employees and the public in general.

Mr. Stassen put it this way: "It is my view that the most important single informational job to be done in America is to develop a better understanding by the American workman of the modern capitalistic system of which he is a part."

Dr. Robinson said: "I have had occasion to study that program (American Opportunity) and find that it is very well conceived, indeed, and I, personally, think is contributing greatly to getting this problem solved."

The meeting was attended by about 1,400 businessmen and chamber of commerce executives. The American Opportunity staff members of the National Chamber crossed their fingers and hoped those in attendance "got religion" after listening to the speakers and viewing the elaborate exhibits on display in the hotel.

In its attempts to promote more widespread participation among employers, the National Chamber is cooperating with trade associations in placing speakers on their national convention programs. Associations which have taken advantage of this service include the Truck Trailer Manufacturers Association, the American Association of Nurserymen, and the Society of Associated Industrial Editors.

Coming up in the next few months are talks before the National Automatic Merchandising Association and the Optical Wholesalers National Association. Several more await final arrangements.

There, briefly, is a summary of the National Chamber's American Opportunity Program. Work on the program, of course, is always in progress. As you read this, chamber, civic, fraternal and other organizations in various parts of the country are probably listening to National Chamber representatives explain the program. Or if it's a return visit and there is an active program in the community, they're offering ideas, suggestions, advice, information on how to get a better spark from the communications flint.

Plans are being made, reviewed, revised, and re-made. It's a long haul. Success doesn't come to the short winded. But when a cause is a good one, you don't spare the perspiration.

Australian banks battled socialism

(*Continued from Page 11*)

government couldn't get control of the banks one way it would try another.

The election gave the combined anti-socialist parties a good majority of representatives. But poll aggregates showed nearly 49 per cent of valid votes were for Labor. There was little doubt from opinion surveys that it was the bank campaign that tipped the scales.

However the fight is not yet finished. By a last minute alteration to the balloting system the socialists kept control of the Senate. So far they have vetoed government efforts to repeal the Bank Nationalization Act and other legislation such as an anti-communist bill. New general elections may be precipitated soon.

The future of free enterprise public relations?

The Australian banks decided not to form a Bankers Association or conduct a joint education program as a permanent function, and the Employees Committee that represented all banks has been disbanded.

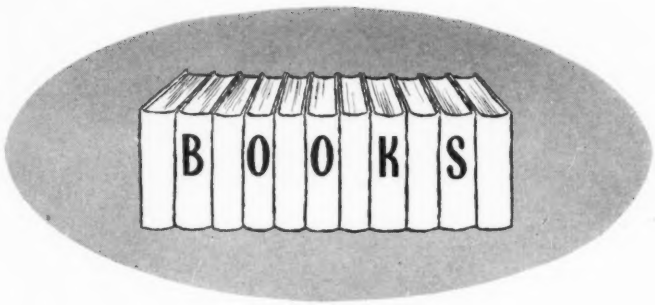
However, several banks have appointed public relations officers from within their own staff and, although of comparatively junior rank and given little direct voice in policy making, they are optimistic of ultimately inducing their banks to play a confident and open role in public education about the enterprise system.

The Australian bank campaign was unorthodox and grew out of a unique set of circumstances. From the public relations point of view it was more a matter of developing and guiding the latent enthusiasm of loyal employees than of calculated planning.

It is quite possible that its enthusiasm, its homeliness, and its appeal to the public on a man-to-man basis achieved more than would a more formal high level campaign.

With the population and economy of Australia expanding rapidly, the so far little-recognised public relations profession probably holds the key to whether the free enterprise system can retain public support.

Many of the interests controlling Australian industry are still wedded to traditional conservatism. But a growing number of far-sighted companies are setting an example, not only in telling the case for free enterprise, but in giving free enterprise a better case to tell.



HOW TO RAISE FUNDS BY MAIL

Reviewed by Robert L. Bliss, executive vice president, Public Relations Society of America

How To Raise Funds By Mail, by Margaret M. Fellows and Stella A. Koenig, McGraw-Hill Book Company. 338 pp.—$4.00.

Public relations people whose programs employ direct mail for fund raising purposes will find a wealth of ready reference material in this new book. Margaret M. Fellows has been supervisor of fund raising and public relations for the Children's Aid Society, New York City for the past 23 years; and Stella A. Koenig has served as assistant treasurer in charge of fund raising and public relations at the Henry Street Settlement. Their combined experiences in welfare fund raising total approximately fifty years.

There are few public relations workers who are not faced with the problem of fund raising at one time or another—whether for client, employer or in some voluntary civic or public service capacity where individual services are contributed. This book has much between its covers that's handy elbow reference reading.

Clearly illustrated with sample letters—good ones and bad ones—examples from actual campaigns—church, hospital, school or welfare activities—the book reads well and has timely references to current campaign activities. The eighteen chapters are broken down into quick-reference categories: "Three Ways to Get Attention for Your Letters"; "When and Where to Rent or Buy Lists"; "How to Set Up and Maintain Your Lists"; "Testing Results"; "Learn How to 'Say It Again' Graciously"; "How to Reproduce Your Letter"; "Quick Tricks to Save a Penny."

One whole section of the book with peculiar current significance that will appeal to public relations readers is titled, "How to Get the Most Out of Your Post Office," with some pertinent tips on ways you can get help gratis from postal authorities on zoning and "cleaning up" your mail lists. What's the best time of year to mail? The best day of the week? How does rain or snow affect a mailing? Good slants on these considerations are quoted from Book-of-the-Month-Club and other expert experience sources.

There's no froth in this book. It's hard, clean and factual information based on mail appeals that pull, and sell. Well-written and profusely dappled with sample letters, letterheads, forms and special appeal slants, it's a current reference in the fund-raising direct-mail area that should be on every PR bookshelf today.

ADVERTISING HANDBOOK

Reviewed by Frederick Bowes, Jr., director of public relations and advertising, Pitney-Bowes, Inc.; director, Association of National Advertisers; member of the committee on advertising, U. S. Chamber of Commerce.

Advertising Handbook, Edited by Roger Barton; Prentice-Hall, Inc.; 26 sections, including 36 chapters by 36 authors, 1,015 pp.—$10.00.

It should take but *one* good chapter or feature to make a new book on advertising of sufficient interest to the public relations practitioner to rate a review in his professional journal.

This one qualifies with *three*.

The first is an extraordinarily complete and expert presentation of the craft and strategy of advertising—one especially well planned, incidentally, to guide public relations people to a sound and thorough use of advertising as a public relations tool.

The second is that it does not stop at even the best of techniques and methods, but discusses and documents advertising as a social and economic force.

And the third is an excellent section headed "Public Relations—Understanding and Being Understood by the Public" by T. J. Ross, which is good enough to warrant reprinting as a small text book in its own right.

As a working text, *Advertising Handbook* has just about everything, including a brilliant galaxy of experts for each of its 26 sections. Roger Barton, editor of *Advertising Agency* magazine (formerly *Advertising & Selling*), has done a job of planning and editing which will put this volume up front on standard reference shelves for years to come.

He has skillfully organized his chapters into a sequence conforming with that entailed in getting a product or service onto the market, starting with product and market research and moving through all the creative phases to merchandising and advertising's follow-through with consumer relations and with service in the public interest.

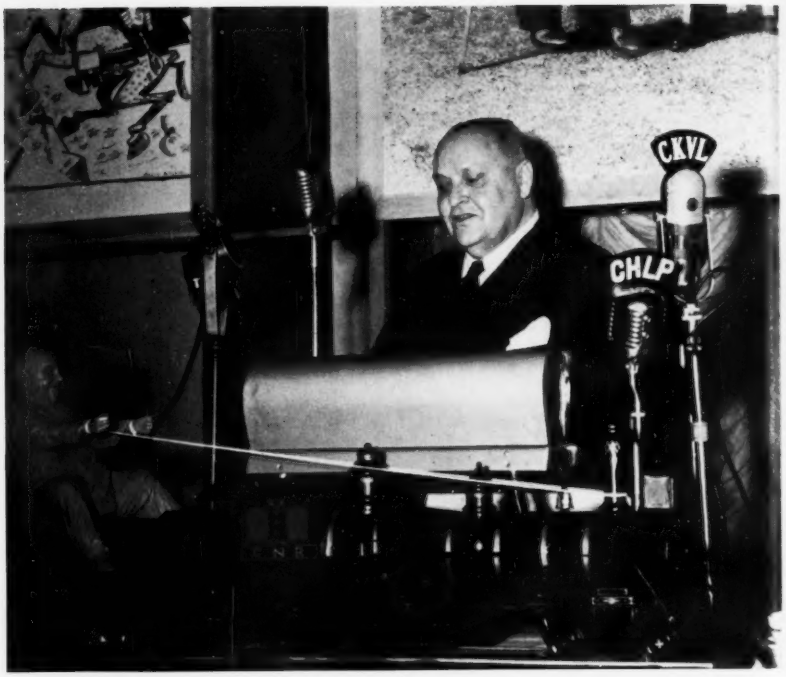
He has done this so well that you are never conscious that the 36 chapter authors are "guest writers" in any sense of the word. Each has contributed his piece as a staff writer, and each is tops in his chosen field. Examples: Raymond Loewy (package design); N. W. Ayer's Charles Coiner (layout and typography); BBDO's John Caples (copy testing); NYU's Hugh E. Agnew (media); The March of Time's Richard deRochemont (motion pictures).

Editor Barton could have selected few men as well qualified to write the section on advertising as a social and economic force as Elon G. Borton, president of the Advertising Federation of America. Actually, it is a fine piece of public relations for the advertising industry—a thoroughly documented, carefully stated presentation of advertising as the sparkplug of our economic system, and as the voice of business speaking out in the public interest.

Fortunate choice for author of the public relations section was PRSA's T. J. Ross, of the firm of Ivy Lee and T. J. Ross. His coverage of the fundamentals in but 28 pages is amazingly complete, and yet what you would expect from this pioneer and master. Not the least of his contributions is a fascinating 2½-page bibliography and several excellent definitions of public relations.

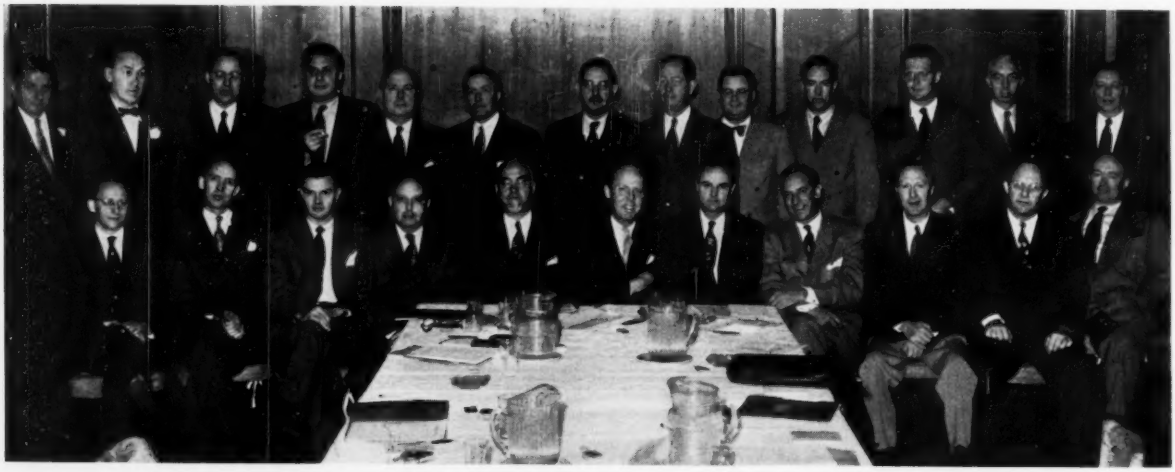
Otto Kleppner, agencyman and author of the now-standard *Advertising Procedure*, closes the book with a 26-page glossary which is the best this reviewer has seen.

NEWS IN VIEW



"I am the happiest man in Canada," said Walter Scott Thompson, C.B.E., at a dinner in the Mount Royal Hotel, Montreal, tendered him October 7 by 400 publishers, editors and public relations men, on the occasion of his retirement as Director of Public Relations for the Canadian National Railways system. Son of a Scottish newspaper editor, PRSA member Thompson joined the railway's press department in 1914. (See story on page 21)

Seated on the speakers' dais at the luncheon session of the St. Louis chapter PR conference, Hotel Statler, St. Louis, October 18 are: (left to right) Mayor Joseph M. Darst, St. Louis; Dan J. Forrestal, St. Louis PRSA Chapter member who was conference chairman; Russell W. Davenport, *Fortune* editorial consultant, chief luncheon speaker; and J. Handly Wright, PRSA President. (Story on Page 21)



Members of PRSA's Board of Directors, national committee chairmen and chapter delegates attending the St. Louis meeting October 19-20. (Story on Page 21)

PRSA Board of Directors meets at St. Louis October 19-20

Regular Fall Meeting grants Columbus and Houston chapter charters; national committee reports being mailed

Meeting in day-and-evening business sessions October 19-20 at the Park Plaza Hotel, St. Louis, the Society's national board of directors developed a new procedural technique by which the year's program of the PRSA standing and special committees will be sent in report form to the entire PRSA membership before the Annual Meeting December 3-5.

This procedure, it was pointed out by J. Handly Wright, President, will give every member an opportunity to familiarize himself with the problems and progress of each of the committee groups so that he may attend the annual business session Monday afternoon, December 4, prepared to take part in discussion and vote on matters up for decision. The move was hailed by chapter delegates present as one which will broaden interest in the problems in our field and what the Society is doing to face up to them.

As announced earlier this year, the chairmen of the standing and special committees submitted final reports of the year's work at the St. Louis meeting for the directors' approval. Some reports, such as research studies that require further collation or analysis, will be completed shortly, and all papers will be distributed to the membership by mail. Certain background material developed by committee studies will be presented in the columns of the JOURNAL for reference.

Two new chapters

A highlight of the meeting was the grant of two new chapter charters. Upon

(*Continued on page 31*)

St. Louis Chapter PR conference sets records

Group's first session draws largest crowd for PRSA chapter event; program content and timing outstanding

Nearly 400 midwest business, industrial and public relations leaders attended the first public relations conference of the St. Louis Chapter of the Public Relations Society of America at the Hotel Statler, St. Louis, October 18. Largest of six similar meetings which the Society has co-sponsored with its local member groups during 1950, the seminar was attended by many members of the PRSA Board of Directors who convened their regular fall meeting in a 2-day business session at the Park Plaza Hotel, October 19-20.

Pitched on a conference theme, "Public Relations and Preparedness," the program was marked by the excellence of the material presented, and the strictly-observed time schedule which moved it promptly through its paces. Dan J. Forrestal, assistant public relations director of Monsanto Chemical Company, was conference chairman. Thomas W. Parry, Thomas W. Parry & Associates, is chapter president.

Among PRSA members who took part in the 9-speaker program were: Maxwell E. Benson, "How One Southern Company Looks at Public Relations"; Milton Fairman, "Corporate Public Relations Departments and Management"; Mrs. Denny Griswold, "What's Really New in Public Relations"; James P. Selvage, "Government Relations in Time of National Emergency"; Ed Lipscomb, "Special Problems of an Industry Public Relations Program in Time of War."

(*Continued on Page 30*)

Canada honors W. S. Thompson

Walter S. Thompson, C. B. E., Director of Public Relations for the Canadian National Railways system, who retires this month, was tendered a dinner October 7 at the Mount Royal Hotel, Montreal, which was attended by 400 public relations and press leaders from the United States, England and Canada.

Mr. Thompson has been with the railways since 1914 when he joined the press department, and retires at the age of 65.

Son of a Scottish newspaper editor, he has handled press relations for scores of distinguished visitors to Canada, including the Prince of Wales, David Lloyd George, King George VI and Queen Elizabeth, and for the arrival there of Viscount Alexander, Governor-General Designate. He accompanied the Archbishop of Canterbury on the visit of His Grace in 1946.

The Montreal Men's Press Club, which sponsored the event, presented him a life membership in the club, a distinction he shares only with Canada's Governor-General, Viscount Alexander. Friends of Mr. Thompson also presented him a new automobile.

Mr. Thompson, who has covered about 50,000 miles a year maintaining personal contacts in Canada heard some of Canada's top newsmen and publicists give an estimate of his services rendered during the last 35 years.

Said D. Leo Dolan, director of the Canadian Government Travel Bureau: "He has done more to raise the dignity of the newspaper and public relations profession than any other man in Canada. He is one of the biggest Canadians in stature and in heart. I think he is the greatest member of our craft, not only in Canada, but on the North American Continent."

PRSA CALENDAR

December 3-5, 1950—3rd Annual Conference; Waldorf-Astoria Hotel, New York, N. Y.

Annual meeting to stress methods

PR "How To Do It" will receive emphasis

By James P. Selvage
Chairman, 1950 Annual Meeting Committee

Greater emphasis upon the "How To Do It" in public relations, as distinguished from "What To Do," will be one of the features of the third annual conference of the Public Relations Society of America to be held at the Waldorf-Astoria, New York, December 3, 4 and 5.

The national conference brings together not only members of PRSA from 38 states and territories, and 9 foreign countries, but has become the annual get-together of public relations workers generally, as well as management representatives. The larger membership of the Society, increased emphasis upon public relations in the past year, and advance inquiries to Society headquarters about the conference indicate that it will be the largest and most productive meeting of PR people ever held.

Kalman B. Druck

James P. Selvage

James M. Vicary

Richardson Wood

Inquiries about the Conference have stressed two major points:

1. Can only PRSA members attend? The answer is "No." Any PR worker or management representative is eligible.

2. Is it necessary to register for the entire conference? Again, "No." A split registration fee will be available to enable members to bring business associates and guests to the meeting's special events.

Full program details will be mailed to members the first week in November with the formal conference announcement which will give registration information.

Some of the attractions can be divulged at this early date, however.

Fortune Magazine's editors have been invited to re-present, in panel discussion, their analysis of present-day communications in American industry. This presentation, based on the much-discussed article "Is Anybody Listening?" which appeared in the magazine's September issue, will be handled with public relations people participating. The Annual Meeting Committee feels that the opportunity to explore the "whys" and "wherefores" of such a critique are directly related to the "hows" of public relations procedures, and will give conference attendants information of practical value for daily application in public relations work.

George Sokolsky, King Features Syndicate columnist who writes the provocative commentary "These Days," will be a luncheon speaker, discussing aspects of the defense economy that have important bearing on public relations programs and people.

Following meetings of the Executive Committee and Board Sunday morning, the Conference will open Sunday afternoon with a Television "extravaganza" presented at Center Theater, Rockefeller Center, by the National Broadcasting Company. It will be approximately a two-hour display of the "how's" of television, including make-up, production, script-writing, interchange between PR people and television, and winding up with attendance at rehearsal of a "three-star" television show. Members Caroline Hood and Sydney H. Eiges, PR director of NBC, have developed this program which will be one of the highlights of the conference and give many in attendance their first intimate insight into TV as it exists at that time.

Following the NBC presentation, there will be a cocktail party at the Waldorf-Astoria, for members of the Society and their escorts (or escortees).

Registration for the conference will be carried on this year in advance by mail to a large extent (Exec. VP Bob Bliss hopes), but will be completed Monday morning, with the opening business session at 10:00 in the Starlight Roof.

Following President Handly Wright's report of stewardship, a nationally known keynote speaker will bring the conference up to date with the news discussing, "Ideas Are Part of War," and PRSA Vice President Howard Chase, now consultant on information to the National Production Authority, discussing the impact of new emergency controls upon public relations. This will be followed by a panel discussion on Washington and problems stemming from the national defense program.

The Monday luncheon will present one or, perhaps, two speakers, on the subject, "What's Ahead on the Labor Front?"

Monday afternoon will be devoted to the business session of PRSA, the only session restricted to members only, with a number of important committee reports to be considered by the membership.

The annual dinner will be held at the Waldorf-Astoria Monday night, the speaker to be announced later.

Tuesday morning will be devoted primarily to two special projects on "How."

Kalman Druck, vice president of Carl Byoir Associates, as chairman of a special committee, will present the results of a survey of visual devices of all types, including practical and economical usages of old and new tools from movies to comics.

Richardson Wood, economic development analyst who is a former *Fortune* editor, and James Vicary, public opinion researcher, will present a similar cross-section of means, methods and techniques for finding out what's on the mind of a particular public at a particular moment.

Both of these programs are designed fundamentally to describe and demonstrate tools and techniques that can be used by any member, regardless of his particular field of public relations.

Another speaker will complete the Tuesday morning program, followed by luncheon with Assistant Secretary of State Barrett in charge of the Voice of America describing this country's international informational efforts.

The Tuesday afternoon session will be devoted to a discussion by several speakers, with questions from the floor, "What's Wrong With Our Communications?"

Television clinic will open 1950 program December 3

Demonstration for meeting attendants will tell how medium functions and its importance as PR vehicle

The National Broadcasting Company is completing its planning with PRSA's Annual Meeting Committee for what will be not only the initial highlight of the December 3-5 event, but the first time that such a complete "inside-out" study of television has been developed for the nation's public relations people. Scheduled for Sunday afternoon from 3:00 to 5:00 p.m., the clinic, which is open to all meeting registrants and their guests, will be presented in one of the great new studios in Rockefeller Center, which will be announced shortly.

Caroline Hood, vice president of PRSA's New York Chapter, and member of the Annual Meeting Committee who has been assisting in the program development, will open the meeting and introduce the feature.

Left: Sydney H. Eiges, NBC's Vice President in charge of Public Relations, PRSA member who is developing television clinic as a feature of 1950 for Annual Meeting.

Right: Sylvester L. (Pat) Weaver, Vice President in charge of Television, National Broadcasting Company: "Social Aspects of Television."

Eiges to speak

Sydney H. Eiges, NBC Vice President in charge of Public Relations, will introduce the speakers as representative of the network. Mr. Eiges has worked with fellow-PRSA members on the Annual Meeting Committee for several months developing the novel presentation.

Setting the theme for the demonstration, Sylvester L. (Pat) Weaver, NBC Vice President in charge of Television, will discuss the social aspects of television. It is hoped that the speeches and demonstrations will be provocative of audience discussion, and a question-and-answer period is planned as part of the program.

Edward E. Madden, NBC Vice President in charge of Sales, will speak on "The Dimensions of Television," discussing with the audience some of the problems of budgets and costs as related to programming.

Behind the scenes story

One part of the program that will have dramatic interest for the PRSA audience will be the demonstration period which will take viewers back stage and show the working mechanism of the medium. Ernest Walling, national production director of the network's TV operations, will demonstrate how a show is produced and explain how costs of production are made up—why it takes 107 people participating behind the scenes of a big show like the Ed Wynn program.

Francis McCall, Director of TV News and Special Events, will talk on "Television as a Public Relations Medium," illustrating his remarks with clips from actual TV newsreels which used newsworthy public relations events as subject matter.

TV cosmetics discussion

"The Art of Television Make-up" will be the topic discussed by NBC's Richard Smith who will show the changes in make-up to comply with the changes in cameras and lights. He will tell why certain colors are used, and demonstrate some tricks of TV make-up with live models.

Following the educational portion of the clinic the sponsors plan to present some well-known TV personalities to the audience.

At the close of the program the conference attendants will adjourn to the customary Sunday evening reception and cocktail party given for PRSA members and their guests as the initial social event of the 3-day session. The place of the reception will be announced later.

PB's new Desk Model

Kiss stamp-licking and envelope-licking goodbye!

PB's new DM postage meter model gives even the one-desk office the advantages of metered mail . . . without crowding the desk either, takes no more space than a phone!

It *prints* right on the envelope the postage needed, for any weight or class of mail, with a dated postmark, and optional small advertisement. And it even handles parcel post. Just dial the stamp value you want and press the lever—and that's it.

To seal envelope, simply slide flap through the built-in moistener!

And the DM fully protects your postage from theft, loss, or damage... does its own postage accounting, on visible register . . . makes mailing easy and quick.

Ask the nearest PB office about the new DM . . . or write today for illustrated brochure.

½ actual size

PITNEY-BOWES
Postage Meter
5210 Pacific St., Stamford, Conn.
World's largest makers of mailing machines . . . offices in 93 cities in the U. S. and Canada

The life of Mr. R...

He's middle aged and medium height, medium stout, medium gray...as ordinary looking a man as you'll see anywhere.

He speaks to everybody in town. To the ladies and kids, he is Mr. Riley. By custom, every local male over sixteen calls him Joe.

However, if you list the big shots in town, Joe Riley's name will come close to the top. Whenever somebody has to put the heat on the legislature, or head up a fund drive, or handle a civic headache, Joe is first choice for the job. He's a member of the Town Council and School Board, and a past president of the Chamber of Commerce and Rotary.

A couple of years back, when a big company was looking for a branch plant location, Joe had pictures taken of the town, lined up a list of the kind of workers needed, went to New York, sold his town to the big company.

JOE RILEY is that stock character, the self-made man. Farm boy, finished high school, got a job in the bank. He figured there ought to be a future in automobiles, and the bank lent him the money to get a dealer franchise.

The business did well until 1930. The next four years were brutal. Joe kept going on repair jobs.

As other dealers folded up, the manufacturers switched the franchises to Joe. He ended up with three makes of cars, a line of trucks, and as state distributor for tires and accessories.

When he put up a three-story building in 1940, some people thought he was nuts. But during the War, he had more service work than he could handle. Ever since cars came back he's been a Big Operator... *with an income in six figures!*

Beside his own business, he owns a couple of farms, some town property; and a piece of three businesses started since the War.

Joe lives in a big old house with well kept grounds, no better looking than a lot of houses in the town. But the new party room in his basement

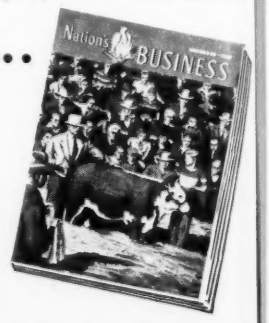
BUGS VS. BOMB . . . Botulinus toxin is a deadlier weapon than the A or H bomb... "The Bug Bomb Challenge vs. the Atom," by William Bradford Huie.

FALSIES FROM FOAM . . . the new foam rubber makes falsies, flower pot cushions, football head gear, upholsters padded cells. "Behind the Foamy Froth," by R. Josephs.

BOOKSELLING BUSINESS . . . Brentano's shattered 98 year tradition by changing from handledgers to machine bookkeeping ..."Bookseller to the World" by A. Morse.

YESSED EXECUTIVE TOLD NO . . . J.C. was the big boss . . . but in the woods he learned a lesson from the oldest business. "A Little Piece of Business" by C. Rawlings.

AND A DOZEN OTHER fine features for the businessman in the November issue.

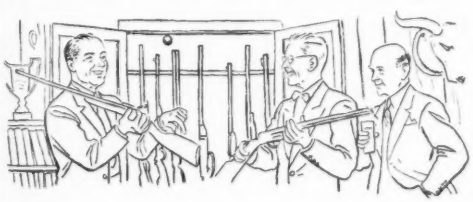


is well stocked. And his guns and fishing tackle set him back several thousand dollars.

Joe entertains a lot, mostly for business. In the summer months, his tab at the Country Club may touch $500. Last couple of winters he and Mrs. Riley spent a month in Miami.

IN JOE RILEY'S town (pop. 15,000), there are at least fifty men whose incomes are on a par with New York City vice presidents . . . but they get more out of life, and more for their money!

In the small town housing costs less, and living costs are lower. Domestic servants are not high priced specialists. Income, after taxes, includes more loose spending money. And the prosperous small town business man comes as close to the legendary life of Riley as anybody can these days!



Few manufacturers are aware of the luxury market today in small towns . . . not many prospects per town, perhaps, but an awful lot of towns!

If our business were automobiles, caviar, fine furniture and furnishings, television sets, air conditioning, bathroom fixtures, liquor, securities, speedboats, tires, annuities, power lawn mowers, brandied kumquats, or the best of anything in its class—we would go to the small town market.

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NATION'S BUSINESS is the largest medium to business men. Its circulation is in excess of 675,000—almost twice that of any other general business publication.

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National Analysts study of 1949 showed that 24% of NB subscribers earn more than $10,000 and 64% upwards of $5,000. And 91% influence their firms' expenditures!

With more circulation in major cities, and among big company executives than any other general business magazine, Nation's Business also offers 250,000 business men in small towns—a tremendous plus of high buying power!

If you don't know as much about Nation's Business as you should call the nearest NB office.

NATION'S BUSINESS

WASHINGTON, NEW YORK, CHICAGO, DETROIT, CLEVELAND,
SAN FRANCISCO, LOS ANGELES, SEATTLE AND DALLAS

Chapter news notes

CHICAGO CHAPTER

The Counsellor, official publication of the Chicago Chapter, announces the full slate of new chapter officers as: *President:* Theodore R. Sills (President, Theodore R. Sills & Co.); *Vice-President:* Robert P. Carey (Director of PR, Bozell & Jacobs, Inc.); *2nd Vice-President:* John J. Gerber (Vice-President and Director of PR, Northwestern University); *3rd Vice-President:* George C. Reitinger (PR Director, Swift & Co.); *Treasurer:* C. Arthur Hemminger (Director of PR, American National Bank & Trust Co.); *Secretary:* Hale Nelson (Vice-President, Illinois Bell Telephone Co.). *Committee heads* are: Carey, Program; Reitinger, New Membership; Gerber, Finance; Nelson, Publicity and Publications.

Meetings of the chapter are held at the Tavern Club, 333 No. Michigan Avenue. Next three monthly programs include: November 21, *Life* Magazine officials discussing publication's operations; December 19, Christmas cocktail party, with Mrs. Denny Griswold, *Public Relations News,* as guest of honor; January 16, Clinic session, "What PR faces in 1951."

DETROIT CHAPTER

Dr. Marynia F. Farnham, eminent New York psychiatrist and author, addressed the Detroit Chapter on October 27, discussing the basic sociological, economic and psychological problems affecting public relations. Dr. Farnham traced the growth and development of American life since the late 18th century, and gave her interpretation of some of the obstacles that had been created that brought about today's need for effective public relations.

The meeting represented a departure from the regular pattern of Detroit Chapter programs, and the presentation was termed a policy level approach to a better understanding of the psychological problems of American life. Dr. Farnham is co-author with Ferdinand Lundberg of the book, *Modern Woman, the Lost Sex,* which deals with the problems of men and women, and boys and girls, in a machine age.

HONOLULU CHAPTER

Newly-elected officers of the Honolulu Chapter are: *President,* Roy Leffingwell, Director, Public Relations, Hawaiian Sugar Planter's Association; *Vice-President,* William R. Norwood, head of public relations department, Castle & Cooke, Ltd.; *Secretary-Treasurer,* Nelson Prather, Director of Public Relations, Hawaii Employers Council.

The chapter has planned four major projects for the new year: (1) Cooperation with the public information officers of the armed forces locally; (2) a committee to make an analysis and report on public relations education in Hawaii, Thomas Nickerson, Chairman; (3) A committee to make an analysis and report of media in the territory, Nelson Prather, Chairman; (4) Development of a public relations seminar on an annual basis for top management.

Secretary-Treasurer Prather, who has been designated chapter member of PRSA's national board of directors for 1951, writes:

"We have had two bang-up meetings (since election of new officers) and have, we think generated considerable interest among prospects who are not now members of the chapter. We feel certain that the present membership should be double by the end of the year. As a continuing thing, we are setting up regularly scheduled monthly meetings at which individual chapter members make regular detailed presentations of their own programs."

LOS ANGELES CHAPTER

The Los Angeles Chapter and PRSA members everywhere have recorded with deep regret the passing on September 30 of Al. Wainess, public relations counsel of Beverly Hills. As Vice President of the Los Angeles Chapter, and an indefatigable worker on the national New Membership Committee, he had a host of friends throughout the Society.

Al. Wainess

Born in New York City in 1893 he sold newspapers as a boy in the theatrical section, later graduated from New York Law School, studying at night while he worked by day.

The food brokerage business took him to the West Coast after World War I, in which he served as a Sergeant in the army. He began his public relations work in 1926, his first client being a veterans' organization. Throughout his lifetime he was active in veterans' movements and charitable activities among the underprivileged, principally in the slum areas of Los Angeles.

His wife survives him.

(*Continued on Page 31*)

CHAPTER SECRETARIES

Chapter secretaries are requested to place other PRSA chapters on distribution lists to receive mailings, meeting notices, etc. PRSA members traveling on business frequently like to visit other chapters if dates of meetings can be learned far enough in advance.

CHICAGO
HALE NELSON, Vice President, Illinois Bell Telephone Company

DETROIT
LEROY E. COWLES, Director of Public Relations, Truck & Coach Division, General Motors Corp.

HONOLULU
NELSON PRATHER, Director of Public Relations, Hawaii Employers Council

LOS ANGELES
PAUL K. WALP, Executive Secretary, Colorado River Board of California

MINNESOTA
ERLE B. SAVAGE, JR., Public Relations Account Executive, Batten, Barton, Durstine & Osborn, Inc., Minneapolis

NEW YORK
MILTON ENZER, Director of Public Relations, The Yale & Towne Manufacturing Company

NORTH TEXAS
PAUL CAIN, District Representative, Oil Industry Information Committee, Dallas

ST. LOUIS
LEMOINE SKINNER, JR., Lemoine Skinner, Jr., Public Relations

SAN FRANCISCO
ROBERT D. ROSS, Pacific Telephone and Telegraph Company

WASHINGTON, D. C.
MAURICE O. RYAN, Manager, American Hotel Association

PRSA Defense Advisory Board meets to discuss program

At the initial meeting of the Public Relations Defense Advisory Board held in New York September 21, J. Handly Wright, Society president, outlined the proposed mission of the new PRSA committee as of an advisory capacity, undertaking no staff functions. He said the Board would represent the Society in a consultative status on matters pertaining to the national defense and mobilization effort.

Milton Fairman, chairman of the 9-member group, stated that in accordance with Board policy no publicity would be given the group's activity beyond routine announcement, and that one of the first determinations of the group might well be an analysis of the Society's national membership as it relates to military, government agency, or defense service experience. Board members present urged that such a study be undertaken by national headquarters.

The Chairman reported on meetings already held, on invitation, with representatives of the National Production Authority and U. S. Department of Commerce, and spoke of Society interest in other defense and mobilization projects.

Executive Vice President Bliss described certain functions of PRSA's national headquarters office that are jointly or cooperatively developed with existing government departments, and told the group of the hospitality services offered foreign visitors studying American public relations procedures on visits here.

Members of the Board present at the initial meeting included, beside Chairman Fairman, Edgar S. Bowerfind, Caroline Hood, Ed Lipscomb, Abbott Washburn, William G. Werner, Russell Wilks. G. Stewart Brown and T. J. Ross are also members.

Boston University changes name of PR school

Dr. Daniel L. Marsh, president of Boston University, has announced that the name of the School of Public Relations will henceforth be known as the School of Public Relations and Communications. New address is 84 Exeter Street.

Annual Meeting Registration

Advance registration forms are being mailed out to members from national headquarters, with an all-inclusive fee of $40, which covers total meeting expenses (conference sessions, 2 luncheons, annual banquet). Advance registrations and all inquiries regarding arrangements should be directed to PRSA national headquarters, and not to the convention hotel. Three convention hotels have set aside rooms for requirements of the meeting—and attendants should make known their requirements as early as possible by writing direct to: Waldorf-Astoria, Barclay or Belmont-Plaza Hotels, all located at Lexington Avenue and 49th Street, N. Y. C. 17. (Please mention PRSA Annual Meeting in making your reservations by mail.)

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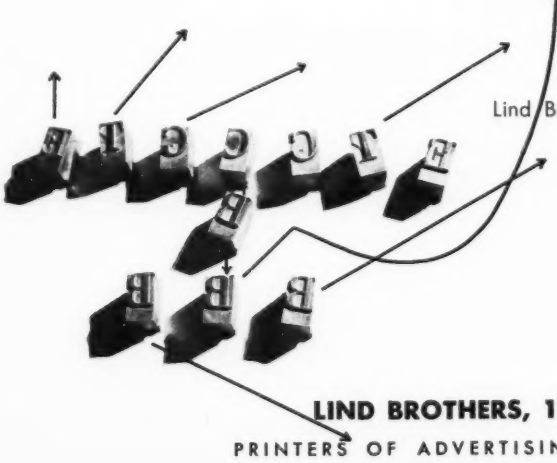

The play's the thing in football — and in Annual Reports it's the coordination between you and the printer. You call the plays — we'll carry the ball — the way we have been doing for many years. Lind Brothers has a preeminent place in the production of Annual Reports — 239 touchdowns in nine years, "Financial World" award winners that is. Our complete creative staff will help coach your Annual Report using any design formation.

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PRINTERS OF ADVERTISING AND PUBLIC RELATIONS LITERATURE

POSTINGS

The By-Laws of the Society require that applications for membership be posted at least 30 days before they are submitted to the Board of Directors or to the Executive Committee for approval. Members desiring to comment on the following applicants should write the Eligibility Committee, Public Relations Society of America, Inc., 525 Lexington Avenue, New York 17, N. Y.

Active Membership

Harry A. Berk, Public Relations Advisor, New York State Civil Defense Commission, 124 East 28th Street, New York 16, N. Y. *Sponsors:* Julie Medlock and Thomas R. Carskadon.

Moise B. Bloch, Account Executive and Director of Public Relations, Walker Saussy Advertising, 318 Carondelet Street, New Orleans 12, Louisiana. *Sponsors:* Maxwell E. Benson and Horace C. Renegar.

Vivian Boron, Director of Public Relations, Tuberculosis Institute of Chicago and Cook County, 1412 West Washington Boulevard, Chicago 7, Illinois. *Sponsors:* Dan Thompson and Morris B. Rotman.

Roger Brown, President, Roger Brown, Inc., 40 East 49th Street, New York 17, N. Y. *Sponsors:* Earle Ferris and Abbott Washburn.

Paul M. Bunting, Director of Public Relations, St. Louis Southwestern (Cotton Belt) Railway Lines, 522 Cotton Belt Building, 408 Pine Street, St. Louis 2, Missouri. *Sponsors:* Robert E. Hillard and Robert A. Willier.

Stuart Cameron, Assistant to Vice President-Public Relations, Chesapeake and Ohio Railway Company, 711—14th Street, N.W., Washington 5, D. C. *Sponsors:* James P. Selvage and Morris M. Lee, Jr.

Glenn E. Carter, Assistant Vice President, Bank of America, Los Angeles Headquarters, 650 South Spring, Los Angeles 14, California. *Sponsors:* Charles W. Horn and Herbert Baus.

Frank Gordon Chadwick, Advertising Director, Mutual Telephone Company, 1130 Alakea Street, Honolulu, Hawaii. *Sponsors:* Roy J. Leffingwell and Nelson A. Prather.

Thomas F. Collison, Manager, Public Relations Department, Chamber of Commerce of the United States, 1615 H Street, N.W., Washington 6, D. C. *Sponsors:* Walter T. Bonney and Walter W. Belson.

Paul H. Davis, Paul H. Davis Company, Suite 1202, Title Guarantee Building, 411 West Fifth Street, Los Angeles 13, California. *Sponsors:* Jo Hubbard Chamberlin and Pendleton Dudley.

R. M. Dorman, Manager of Personnel and Public Relations, Bechtel Corporation, 220 Bush Street, San Francisco 4, California. *Sponsors:* Albert G. Motsch and Robert D. Ross.

Dorothy Ducas, Director of Public Relations, National Foundation for Infantile Paralysis, 120 Broadway, New York 5, N. Y. *Sponsors:* Sallie E. Bright and Homer N. Calver.

E. Charles Duval, Vice President, Theodore R. Sills & Company, 39 South LaSalle Street, Chicago 3, Illinois. *Sponsors:* Theodore R. Sills and George C. Reitinger.

Daniel J. Edelman, Director of Public Relations, The Toni Company, Division of Gillette Safety Razor Company, Merchandise Mart, Chicago 54, Illinois. *Sponsors:* Morris B. Rotman and Lawrence A. Cassidy.

Vance Fawcett, President, Vance Fawcett Associates, 1888 Kalakaua Avenue, Honolulu 15, Hawaii. *Sponsors:* Roy J. Leffingwell and Nelson A. Prather.

George C. Frank, Assistant to President, Erie Railroad Company, Midland Building, Cleveland 15, Ohio. *Sponsors:* Maxwell E. Benson and Nelson W. Aldrich.

Charles H. Hopkins, Director of Public Relations, Olin Industries, Inc., East Alton, Illinois. *Sponsors:* Robert A. Willier and R. Fullerton Place.

Lawrence William Horning, Vice President-Personnel and Public Relations, New York Central Railroad Company, 466 Lexington Avenue, New York 17, N. Y. *Sponsors:* Maxwell E. Benson and W. Howard Chase.

Charles A. Horrworth, Executive Vice President, American Hotel Association, 221 West 57th Street, New York 19, N. Y. *Sponsors:* M. O. Ryan and Richard B. Hall.

Charles W. Huse, Director of Public Relations, United States Steel Corporation Subsidiaries (Western District), 1341 Russ Building, San Francisco, California. *Sponsors:* G. Stewart Brown and Robert D. Ross.

Ralph Blake Johnson, Vice President, Secretary and Director, The Hawaiian Electric Company, Limited, P. O. Box 2750 (King and Richards Streets) Honolulu 3, Hawaii. *Sponsors:* Thomas Nickerson and Roy J. Leffingwell.

Leo J. Margolin, Assistant to the Chairman, New York City Planning Commission, Municipal Building, New York 7, N. Y. *Sponsors:* Lee K. Jaffe and Joseph L. Barrett.

B. Joseph Martin, Executive Director, The Methodist College Foundation of North Carolina, Inc., 429 West Gaston Street, Greensboro, North Carolina. *Sponsors:* Boyd M. McKeown and Maxwell E. Benson.

Howard G. Mayer, Howard G. Mayer & Associates, 435 North Michigan Avenue, Chicago 11, Illinois. *Sponsors:* George C. Reitinger and T. R. Sills.

Joseph Mayers, Jr., Director of Public Relations, New Jersey State Chamber of Commerce, 605 Broad Street, Newark 2, New Jersey. *Sponsors:* Francis E. Hewens and Harold Friedman.

Duncan Jerome Morgan, Director of Human Relations, ATF Incorporated, 200 Elmora Avenue, Elizabeth B, New Jersey. *Sponsors:* John H. O'Connell and Richard H. Bailey.

Frank Mullin, Assistant, Swift & Company, Union Stock Yards, Chicago 9, Illinois. *Sponsors:* Dale Cox and George C. Reitinger.

Robert H. North, Executive Assistant and Director of Public Relations, National Association of Ice Cream Manufacturers, 1105 Barr Building, Washington, D. C. *Sponsors:* Richard B. Hall and M. O. Ryan.

C. W. Pettegrew, Manager, Industry Services and Public Relations, American Education Press, 400 South Front Street, Columbus 15, Ohio. *Sponsors:* C. F. Weimer and G. H. Freyermuth.

Charles Thomas Pope, Personnel and Public Relations, C. F. Braun Company, Alhambra, California. *Sponsors:* Paul K. Walp and Al. Wainess (deceased).

Frank Lindsay Rand, Partner, Burns W. Lee Associates, 635 South Kenmore Avenue, Los Angeles 5, California. *Sponsors:* Burns W. Lee and William R. Graham.

(*Continued on Page 30*)

PEOPLE

(•) indicates PRSA members

Brig. Gen. Ken R. Dyke • vice president in charge of public relations and publicity at Young & Rubicam, Inc., has returned to military service for a special ninety-day tour of duty at the request of the United Nations.

William H. Baldwin • partner of the firm of Baldwin & Mermey, public relations counselors, New York, has been appointed adjunct professor of public relations at the School of Commerce, Accounts, and Finance of New York University to conduct the School of Commerce course in public relations, oldest course of its kind in the United States.

Samuel A. Montague • for the past two years Director of Information for the American Section of the Mexico-United States Commission for the Eradication of Foot and Mouth Disease, has been named Press Attaché of the American Embassy, Reforma 64, Mexico, D.F. He recently wrote PRSA Executive Vice President Bliss: "In the event that any of the Society's members are planning to come to Mexico, a note from you or from them will be sufficient for me to extend them every courtesy possible."

Robert G. Wilder • who formerly conducted his own public relations business under the name of Robert G. Wilder and Company, has joined the public relations staff of Lewis & Gilman, Inc., Philadelphia.

Janet J. Bauer, for the past five years executive assistant to Brahna C. Hutchins • President, Sheldon, Morse, Hutchins and Easton, Inc., New York public relations and publicity agency, has joined PRSA's national headquarters staff as a general assistant on the Society program activities with specialized duties in the advertising circulation and subscription development activities of the JOURNAL.

Frederick Bowes, Jr. • PRSA Secretary, was recently named a member of the board of directors of the Association of National Advertisers.

Woodrow G. Gatehouse, for the past fifteen months a member of the national PRSA headquarters staff, was recalled to active duty with the U. S. Marine Corps., October 5. Gatehouse saw service in Japan during World War II. Active in Society program matters pertaining to national membership development as well as circulation and advertising development of the PUBLIC RELATIONS JOURNAL, Gatehouse enjoyed a wide acquaintance among PRSA members. Current forwarding address: Camp Lejeune, North Carolina.

W. G. Gatehouse

L. Rohe Walter • has joined the Sweet's Catalog Division, F. W. Dodge Corporation, New York. He was formerly director of public relations and advertising of The Flintkote Company. A member of PRSA's Board of Directors, Walter was New York Chapter president in 1949.

a mighty maze!

but not without a plan* . . . . . .

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* Alexander Pope, Essay on Man

Editor's Desk

Batten, Barton, Durstine & Osborn studied 3,565 advertisements in newspapers to determine some readership habits that are related to the position of the ad on the printed page. Breaking down the number of readers per dollar related to the advertising space and position, here's what *Advertising Agency* Magazine reports as the findings:

	(readers per dollar)
Ads top left hand page	185
Ads top right hand page	191
Main comic page	536
Page with radio log	381
Pages containing humor panel	230
Pages with movie review	195
First page, Section 2	190
Pages 4 or 5	180
Last Page	169
Obituary page	162
Page with retail grocery ads	145
Food page	145
Society pages	153

★ ★ ★

Mutual Life Insurance Company of New York developed an excellent press book in connection with the inauguration of their weather star on top of their new mid-Manhattan building. Complete with glossy photographs for use by editors, pages in the book were organized as release sheets presenting the story from several news and editorial angles. As a thoughtful time-saving touch, the pages were perforated in the gutter for quick tear out and use.

★ ★ ★

Venezuela Up-to-Date is the name of the newsworthy monthly publication published by the Venezuelan Embassy in Washington, covering newest developments of interest to outside-the-country audiences. Among subjects covered in a current issue are: industry, trade exhibits currently touring America, banking studies of the country's economics, medical conditions, highway progress, governmental developments of significance, information on the business law of Venezuela, art, literature and several articles of current feature interest.

★ ★ ★

As a publication promotional gesture, *Fortune* Magazine has distributed a pictorial folder covering the highlights of the Los Angeles conference of the National Industrial Advertisers Association. Not only does the 8-page graphic presentation give a colorful digest of proceedings, presentations and speeches in digest form, but it includes a pocket insert with 7 sheets of matted up glossies of atmosphere photographs of conference personalities for reminder value of the meeting, "and attendants picture albums."

Postings

(*Continued from Page 28*)

Harold P. Requa, Jr., Advertising-Public Relations Director, Westgate-Sun Harbor Company, 1995 Bay Front, San Diego, California. *Sponsors:* Paul K. Walp and Al. Wainess (deceased).

George H. Shields, III, Director of Public Relations, Laclede Gas Company, 1017 Olive Street, St. Louis 1, Missouri. *Sponsors:* Thomas W. Parry and Robert A. Willier.

Gerry Swinehart, President, Carl Byoir and Associates, Inc., 10 East 40th Street, New York 16, N. Y. *Sponsors:* T. J. Ross and James P. Selvage.

Theodore O. Yoder, Director of Public Relations, Scarritt College for Christian Workers, Nashville 4, Tennessee. *Sponsors:* Maxwell E. Benson and Boyd McKeown.

Associate Members

Anthony L. Antin, Editor, Carnegie Tech News Service, Carnegie Institute of Technology, Pittsburgh 13, Pennsylvania. *Sponsors:* Stanley R. March and G. Edward Pendray.

Patrick J. Nicholson, III, Vice President, George Kirksey & Associates, 1428 Commerce Building, Houston 2, Texas. *Sponsors:* George Kirksey and James A. Clark.

St. Louis Conference

(*Continued from Page 21*)

J. Handly Wright, PRSA President, introduced Russell W. Davenport, *Fortune* editorial consultant, who told the large midwest luncheon audience that American business is like a "henpecked husband who is trying to talk his way out of trouble, rather than solving the problem of business acceptance by action."

Financial World makes annual report awards

For the sixth time, on October 30th, *Financial World* made its annual presentation of awards for outstanding annual report accomplishments. The event, which in the public relations field has become synonymous with the name of Weston Smith, was held in the Grand Ballroom of New York's Hotel Statler. Mr. Smith, executive vice president in charge of public relations of the national weekly, has long been active in PRSA's New York Chapter.

At the awards banquet, bronze trophies were presented to 100 corporations achieving "best of industry" awards for leadership in 1949 annual reports. Industrial activity covered 93 categories, with some entries being judged in more than one geographical or characteristic classification.

PRSA ANNUAL CONFERENCE

December 3-5, 1950
Waldorf-Astoria — New York

★

Official hotels for reservations: Waldorf-Astoria, Hotel Barclay, Hotel Belmont-Plaza.

NEW PRSA MEMBERS ELECTED SINCE JANUARY, 1950

CHICAGO CHAPTER	22
DETROIT	5
HONOLULU	1
LOS ANGELES	14
MINNESOTA	18
NEW YORK	46
NORTH TEXAS	12
ST. LOUIS	9
SAN FRANCISCO	10
WASHINGTON, D. C.	6
MEMBERS AT LARGE	104
Total	**247**
(Grand total	*946)*

Welcome to new members

The Executive Committee of the Public Relations Society of America is pleased to announce the following elections to Society membership. In his letter of welcome, J. Handly Wright, President, urged all new members to participate actively in the Society's program and committee work.

Executive Vice President Robert L. Bliss has asked all new members to place national headquarters on their mailing lists to receive reports, releases and other material pertaining to their programs.

Active Membership

Ansley, Bradford D.—Director of Public Information, Emory University, Georgia

Coale, David L.—General Information Manager, Pacific Telephone and Telegraph Company, Los Angeles, California

Ferran, John B.—Executive Secretary, The Louisiana Forestry Association, Alexandria, Louisiana

Goodenough, Swayne P.—Vice President, Lincoln Rochester Trust Company, Rochester, New York

Haagensen, Kenneth W.—Director of Public Relations, Allis-Chalmers Manufacturing Company, Milwaukee Wisconsin

Hammond, James D.—Western Division Manager, National Association of Manufacturers, San Francisco, California

Lawrence, J. W.—Director of Public Relations, The Borden Company, Ltd., Toronto, Ontario, Canada

Patterson, W. Calvin—Director of Public Relations, Michigan Bell Telephone Company, Detroit, Michigan

Roberts, Harry R.—Director of Public Relations. The Toledo Blade Company, Toledo, Ohio

Siebert, C. Stuart, Jr.—Director of Public Relations, J. Walter Thompson Company, Chicago, Illinois

Trester, Leonard W.—Director of Public Policy, General Outdoor Advertising Company, Inc., Washington, D. C.

Waters, Richard P., Jr.—Public Relations Division Manager, John Hancock Mutual Life Insurance Company, Boston, Mass.

Williams, H. F., Jr.—Director of Public Relations, Evansville Manufacturers' and Employers' Association, Evansville, Ind.

Wright, Martin C.—Senior Partner, Martin Wright and Associates, New Haven, Conn.

Young, Varley P.—Public Relations Counsel, Crosley Division, Avco Manufacturing Corporation, Cincinnati, Ohio

Associate Membership

McDavid, Thomas O.—Director of Public Information, Commercial Credit Company, Baltimore, Maryland

Palmer, Russell G.—Assistant to Director of Advertising, Bank of America, N. T. & S. A. San Francisco, California

St. Louis Board Meeting

(*Continued from Page 21*)

presentation of a petition signed by 19 members resident in Houston, Texas, James A. Clark, Public Relations Director, Glenn H. McCarthy Interests, heard the south Texas group named the "Houston Chapter."

Nevin J. Rodes, Public Relations Director, Kelly & Lamb, Columbus, Ohio, advertising agency presented the petition of 10 PRSA members from Columbus, and received the designation "Columbus Chapter" for that body.

Among the reports made by national committees in the 2-day event were studies presented by James P. Selvage, Chairman, Annual Meeting Committee; William H. McGaughey, Chairman, Chapters Committee; Theodore R. Sills, Committee to Study Awards Procedures; Homer N. Calver, Committee on Standards of Professional Practice; Milton Fairman, Chairman, Public Relations Defense Advisory Board; Dr. Rex F. Harlow, Chairman, Education and Research Committee; Richard B. Hall, Chairman, Finance Committee; Maxwell E. Benson, Chairman, New Membership Committee; William G. Werner, Chairman, Nominating Committee; G. Edward Pendray, Chairman, Publications Board; and Virgil, L. Rankin, Chairman, Eligibility Committee.

In addition to members of the Board of Directors and national committee chairmen, chapter delegations were present from the following organizational units of the Society: Chicago, Detroit, Los Angeles, New York, North Texas, St. Louis, San Francisco, Washington, D. C., and the new Columbus and Houston chapters.

Chapter news notes

(*Continued from Page 20*)

MINNESOTA CHAPTER

The Minnesota Chapter held its first organization meeting in late September and is developing a program of interest to the membership for the fall monthly meetings.

NEW YORK CHAPTER

Joseph L. Barrett, president of the New York Chapter, was taken ill while attending a business conference in Boston September 27, and is recuperating at Mt. Auburn Hospital, Cambridge, Massachusetts. Latest report, as we go to press, indicates that Joe is making satisfactory progress and will soon be back at his office.

Osgood Roberts, Acting Director of Information, U. S. Department of Defense, addressed the first fall luncheon meeting of the New York Chapter on September 28. Subject of his talk was "Public Relations For Defense, U.S.A." His talk included a review of Defense Department public relations policy, techniques and program objectives concerned with the current national defense effort.

Osgood Roberts

NORTH TEXAS CHAPTER

October meeting of the North Texas Chapter was devoted to new membership development. A program was discussed for extending invitations to several prospects for membership.

SAN FRANCISCO CHAPTER

The "Bay Area PR News Briefs" made its bow as a newsletter of the San Francisco Chapter with a September-October issue. Chief among the projects discussed in the first issue was the early planning for a Regional Public Relations Conference to be held in San Francisco in 1951.

THE HOPPER

A helpful step

As a new member of the Public Relations Society I was most favorably impressed by the first issue of the PUBLIC RELATIONS JOURNAL. I think the editorial "To Serve the Needs and Interests of the Profession" is particularly apropos. I think also that the paper by Edward K. Moss is the type of thing that needed saying. My personal observation is that there has been too little critical evaluation of public relations by people in the field. Your publication of Mr. Moss' article impresses me as a helpful step in the other direction.

JAMES E. FOSTER
Chief, Informational Service
Illinois Public Aid Commission
Chicago, Illinois

I enjoyed reading Mr. Albert Carriere's article "The employee magazine: its job of education." It is written in an interesting and readable style and contains material I would like to have on file. Would it be possible to obtain a reprint of this article?

NICHOLAS J. PETRELLA
Industrial Relations Department
Monsanto Chemical Company
Plastics Division
Springfield, Massachusetts

Just a note to say congratulations on the job you are doing in placing the JOURNAL, at last, on a proper footing.

The new style strikes me as absolutely right: clean cut, lively and yet dignified. I understand that for this part of the job a special bow should be made in the direction of Dick Strickland.

I like the way you have organized the contents into departments devoted to major articles, news reports and regular features. And may I say that with such articles as the one by Edward K. Moss, the JOURNAL is certainly justifying its claim to the status of a professional publication. In transforming the JOURNAL to what it should be, you are certainly making a most valuable contribution to the field.

JOHN L. FORTSON
Director of Public Relations
National Society for the
Prevention of Blindness
New York, New York

The new PUBLIC RELATIONS JOURNAL is a fine production and certainly a great improvement over the previous format. Ed Pendray and his cohorts are to be congratulated for what they have done in livening up the magazine in appearance and making it more interesting to read.

G. STEWART BROWN
Manager, Public Relations Department
Standard Oil Company of California
San Francisco, California

Congratulations on the new format of the JOURNAL! It is very attractive indeed.

WHITMAN DANIELS
Assistant to the President
Cornell University
Ithaca, New York

The new format for the PUBLIC RELATIONS JOURNAL is a beauty. Bright, inviting, dignified. Congratulations to you!

ROY M. SCHWARZ
Fitzgerald Advertising Agency
New Orleans, Louisiana

Hallmark of professionalism

The other day Dr. M. M. MacOdrum, President of Carleton College here, and a man learned in life, gave an address in which were included some phrases that I thought might be of interest to members of PRSA, particularly those of us concerned with raising the status of PR people everywhere. This is what Dr. MacOdrum said:

"The hallmark of the professional man is the dedication of his talents to the service of humanity. Unless you have in your heart this conviction, you can't be a professional man, no matter how many skills you acquire. I am aware that a consideration of the essence of the professional status is often overlooked in the rush and turmoil of modern life, and that many proceed as outlaw workmen, not under the seeing-eye of a master or the 'gods' referred to by the ancient Egyptians. But the elusive material things that men are groping pathetically for today can never replace true professionalism".

Dr. MacOdrum, who, incidentally is a Doctor of Divinity, made his remarks before a meeting of a dental association. But it seems to me that they are highly applicable to other groups, including PR people.

W. E. AUSTIN
Public Relations Director
Dominion Brewers Association
Ottawa, Canada

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